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Office of the Auditor

## FY 2007-08 PARKS ANNUAL REPORT:

### Park Scores Increased for Third Year and Differences Between District Averages Narrowed

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# City and County of San Francisco

Office of the Controller – City Services Auditor

## **FY 2007-08 PARKS ANNUAL REPORT:**

**Park Scores Increased for Third  
Year and Differences Between  
District Averages Narrowed**

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*February 3, 2009*

**CONTROLLER'S OFFICE  
CITY SERVICES AUDITOR**

The City Services Auditor was created within the Controller's Office through an amendment to the City Charter that was approved by voters in November 2003. Under Appendix F to the City Charter, the City Services Auditor has broad authority for:

- Reporting on the level and effectiveness of San Francisco's public services and benchmarking the city to other public agencies and jurisdictions.
- Conducting financial and performance audits of city departments, contractors, and functions to assess efficiency and effectiveness of processes and services.
- Operating a whistleblower hotline and website and investigating reports of waste, fraud, and abuse of city resources.
- Ensuring the financial integrity and improving the overall performance and efficiency of city government.

The audits unit conducts financial audits, attestation engagements, and performance audits. Financial audits address the financial integrity of both city departments and contractors and provide reasonable assurance about whether financial statements are presented fairly in all material aspects in conformity with generally accepted accounting principles. Attestation engagements examine, review, or perform procedures on a broad range of subjects such as internal controls; compliance with requirements of specified laws, regulations, rules, contracts, or grants; and the reliability of performance measures. Performance audits focus primarily on assessment of city services and processes, providing recommendations to improve department operations.

We conduct our audits in accordance with the Government Auditing Standards published by the U.S. Government Accountability Office (GAO). These standards require:

- Independence of audit staff and the audit organization.
- Objectivity of the auditors performing the work.
- Competent staff, including continuing professional education.
- Quality control procedures to provide reasonable assurance of compliance with the auditing standards.





# City and County of San Francisco

## Office of the Controller - City Services Auditor

FY 2007-08 Parks Annual Report:

February 3, 2009

### Park Scores Increased for Third Year and Differences Between District Averages Narrowed

#### Purpose of the Report

The City Services Auditor Charter Amendment requires that standards be established for park maintenance, and that the City Services Auditor (CSA) issue an annual report on performance under these standards. This report provides the results from inspections of all open City parks in fiscal year (FY) 2007-08, discusses the Recreation and Parks Department's efforts to use the standards and results to inform operational decisions, and includes recommendations to improve the City's performance in these areas.

#### Highlights

Park scores increased for the third consecutive year. All open City parks were rated by City Services Auditor (CSA) and Recreation and Parks Department (RPD) staff from July 1, 2007 to June 30, 2008, using the San Francisco Park Maintenance Standards Manual.

Park scores are based on the number of each feature's elements, such as lawns or trees or children's play areas, which pass the standard. A score above 85 percent would generally indicate that the park is well maintained and that its features are in good condition.

The citywide average in FY 2007-08 was 86.2 percent, up from 83.7 percent in FY 2006-07 and 81.2 percent in FY 2005-06. Differences between districts decreased, and the lowest performing district scored higher than four district averages in FY 2006-07. Eight of the 11 districts scored higher in FY 2007-08 than the previous year.

- Most parks in FY 2007-08 received an A or B grade; three parks received a D or F grade, down from 16 parks last year.
- Sixty percent of parks scored higher than last year.
- Average scores for 13 of 14 park features improved.

The City Services Auditor Charter Amendment requires RPD to establish and post maintenance staff schedules and that compliance against these schedules be checked. After establishing and posting schedules in 2006, RPD did not update them on a regular basis until this year.

The revised maintenance staff schedules, published in January 2008, were rated for compliance, with mixed results. CSA found scheduled staff at a park 40 percent in quarter 3 (January-March 2008) and 54 percent in quarter 4 (April-June 2008); RPD-rated compliance scores were 71 and 66 percent in quarters 3 and 4.

Park supervisory staff created workplans for each park to define the staffing requirements to maintain all of the park's features. These workplans led to the development of park management plans, which RPD implemented in July 2008.

#### Recommendations

The report includes six recommendations for the Recreation and Parks Department to make improvements in the parks standards program and incorporate inspection results into operational planning.

Specifically, RPD should:

- Utilize inspections results to better inform operational decisions.
- Closely monitor and evaluate park management plans.
- Improve quality of inspections through targeted training and improved inspection tools.
- Design new reports to communicate inspection results in more targeted, dynamic ways.
- Develop a more robust reporting system to track staff schedule compliance.
- Create a two-year roadmap for the future of the park standards program.

*Copies of the full report may be obtained at:*

Controller's Office • City Hall, Room 316 • 1 Dr. Carlton B. Goodlett Place • San Francisco, CA 94102 • 415.554.7500  
or on the Internet at <http://www.sfgov.org/controller>

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CITY AND COUNTY OF SAN FRANCISCO  
OFFICE OF THE CONTROLLER

Ben Rosenfield  
Controller

Monique Zmuda  
Deputy Controller

February 3, 2009

Honorable Mayor Gavin Newsom  
1 Dr. Carlton B. Goodlett Place  
City Hall, Room 200  
San Francisco, CA 94102

President David Chiu  
Board of Supervisors  
City Hall, Room 264  
San Francisco, CA 94102

Dear Mayor Newsom and President Chiu:

The City Services Auditor Charter Amendment requires that standards be established for parks and that the City Services Auditor (CSA) issue an annual report on performance under the standards. This report provides the results from inspections in FY 2007-08, the Recreation and Parks Department's (RPD) efforts to use the standards and results to inform operational decisions, and includes recommendations to improve the City's performance in these areas.

We found that City parks performed better in this year's ratings – the citywide average was 86.2 percent, up from 83.7 percent in last year's ratings. Differences between district scores decreased, with 8.8 percentage points separating the City's highest (District 9) and lowest (District 10) scoring districts, better than the 18.1 percentage point difference last year.

The report provides six recommendations for RPD to improve the parks standards program and incorporate park inspection results into operational planning.

We thank RPD staff for this year's work on the implementation of the standards and improvement in park scores. We are interested in improving the City's work in this area and invite your ideas and comments. If we can answer any questions or provide additional information, please feel free to contact Peg Stevenson, Natasha Mihal or me at (415) 554-7500.

Respectfully submitted,

Ben Rosenfield  
Controller

cc: Board of Supervisors  
Civil Grand Jury  
Budget Analyst  
Public Library

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## LIST OF ACRONYMS

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CSA	City Services Auditor
NSA	Neighborhood Services Area
Prop C	Proposition C
RPD	Recreation and Parks Department

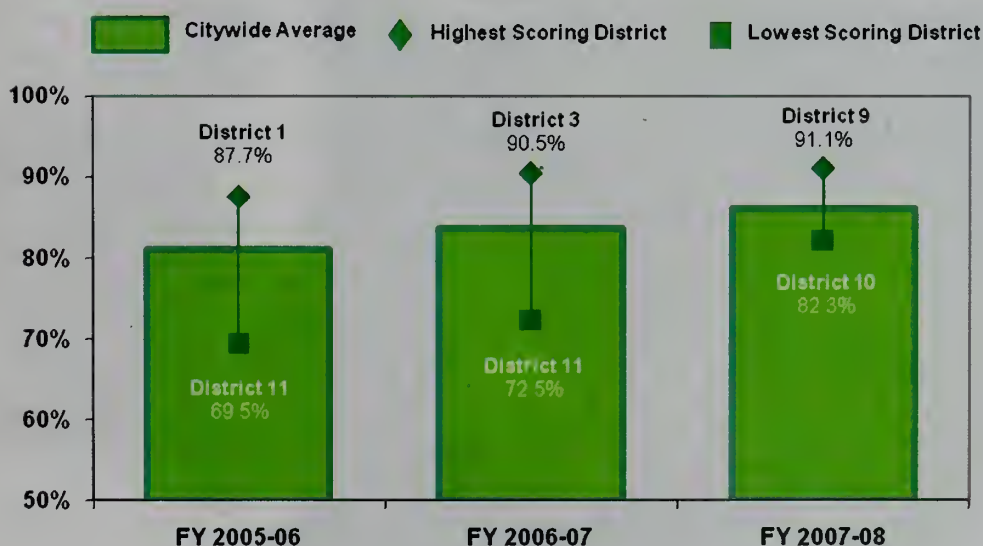
## INTRODUCTION

This third annual report on the condition of the City's parks addresses and describes progress on the following goals:

- Fairly assess and communicate conditions of the park system to the Recreation and Parks Department (RPD) management and staff, elected officials and the public;
- Understand the link between park conditions and departmental resources and improve park conditions by efficient resource allocation and improved park maintenance; and
- Assist RPD in scheduling and prioritizing maintenance functions to better allocate resources.

Park scores are based on standards that identify desired park conditions and cover 14 features such as lawns, trees, children's play areas and benches and tables. Generally, a score above 85 percent would likely indicate that the park is well-maintained and that its features are in good condition. Each park is rated for the features present and the park score is the percentage of elements of each feature that pass the standard. For more detail, see page 5.

### EXHIBIT 1 Citywide park score average continues to increase and district averages not as extreme



Citywide Average and District Highs & Lows

Source: CSA and RPD park inspection results FY 2005-06, FY 2006-07, FY 2007-08

## FY 2007-08 Highlights

Park scores improved in fiscal year (FY) 2007-08, with the citywide average increasing 2.4 points to 86.2 percent. More parks scored higher, with only three parks receiving D or F grades, down from 16 in FY 2006-07. District averages increased and no district scored below 82 percent, compared to four districts last year.

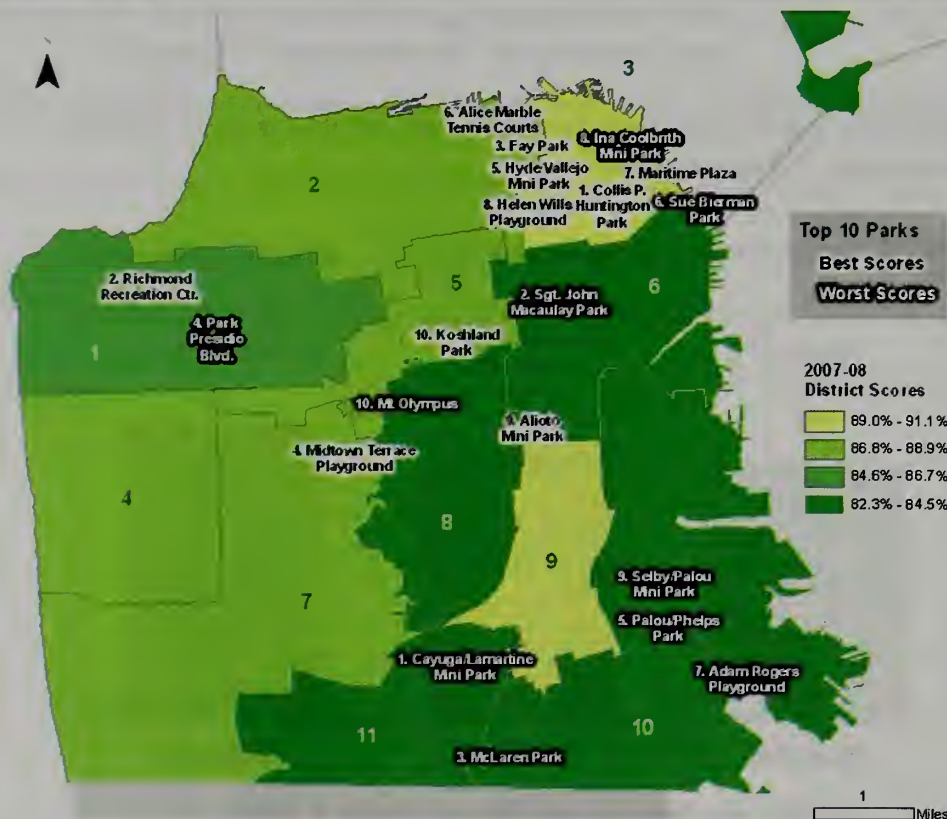
### Most parks received A or B grade.

As with the improving citywide average score, individual park scores were higher in FY 2007-08. Assigning grades to numerical values, over 80 percent of parks scored an A or B grade. Only three parks received a D or F, down from 16 last year.

*Citywide average 86.2 percent, up from 83.7 percent last year*

Collis P. Huntington Park in District 3 received the highest score in FY2007-08, 98.9 percent. Richmond Recreation Center in District 1, Fay Park in District 3, and Midtown Terrace Playground in District 7 all scored above 98 percent.

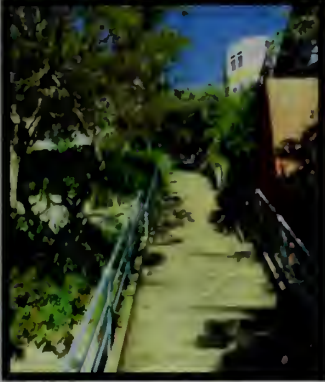
## EXHIBIT 2 Parks scores higher in FY 2007-08



Source: CSA and RPD park inspection results FY 2007-08; San Francisco Enterprise GIS Program data



Most improved park:  
Saturn Street Steps  
84.9 percent (+25.0 percent)



Low-performing park:  
John McLaren Park  
70.2 percent (-14.8 percent)



Cayuga/Lamartine Mini Park (District 11) and Sgt. John Macaulay Park (District 6) both received D grades, scoring 64.2 and 66.6 percent respectively. (Portola Open Space in District 8 was the lone F grade, scoring 12.5 percent.) Five parks narrowly missed receiving D grades: Park Presidio Blvd. (70.4 percent) in District 1; Sue Bierman Park (formerly Ferry Park, 70.7 percent) in District 3; and Adam Rogers Park (70.8 percent), John McLaren Park (70.2 percent), and Palou/Phelps Mini Park (70.5 percent) in District 10.

**Sixty percent of parks scored higher than last year.**

Sixty percent of parks scored higher than they did last year. Three parks improved by over 20 percent – Saturn Street Steps in District 8 up 25.0 percent, Page/Laguna Mini Park in District 5 up 22.1 percent, and Bernal Heights Recreation Center in District 9 up 21.4 percent.

However, two parks, both in District 3, saw major declines of over 20 percent. Sue Bierman Park scored 23.6 percent lower and Ina Coolbrith scored 23.2 percent lower than last year.

**Average scores increased in eight of eleven districts.**

District averages were up from last year, though three districts did see a decrease in average score. District 9 was the only district with an average over 90 percent, at 91.1 percent. District 2 and 3, both of which scored over 90 percent last year, were down 3.0 and 1.1 percent, respectively.

District 10 had the lowest average, 82.3 percent. However, that average is higher than four district averages in FY 2006-07. District 11 had the greatest increase (10.5 percent), though it had the second-lowest district average.

**More parks scored higher than last year in most districts.**

Eight districts had more parks receive higher scores in FY 2007-08 than the previous year. All eight open parks in District 4 improved over last year, while 12 of 14 parks in District 9 scored higher than last year.

Only three of 11 parks in District 2 scored higher than last year, while parks scoring lower in District 3 were about the



same as parks that scored higher, as seen in Exhibit 3.

### EXHIBIT 3 Park scores compared to last year in each district

*The majority of districts had more parks score higher than they scored last year*

DISTRICT	1	↑ 7 parks	↓ 5 parks
	2	↓ 8 parks	↑ 3 parks
	3	↓ 11 parks	↑ 10 parks
	4	↑ 8 parks	↓ 0 parks
	5	↑ 10 parks	↓ 5 parks
	6	↑ 7 parks	↓ 5 parks
	7	↓ 5 parks	↑ 4 parks
	8	↑ 16 parks	↓ 8 parks
	9	↑ 12 parks	↓ 4 parks
	10	↑ 12 parks	↓ 10 parks
	11	↑ 8 parks	↓ 2 parks

Source: CSA and RPD park inspection results FY 2006-07, FY 2007-08

**Average scores for 13 of 14 park features improved.**  
All features except Open Space improved over last year. Several features saw significant increases, such as the Ornamental Gardens, Shrubs and Ground Covers feature which improved almost five percent. Open Space was down .37 percent, and Trees (up 1.02 percent) and Lawns (up 1.32 percent) saw the smallest increases.

**Staff schedules revised, but compliance still mixed.**  
In FY 2007-08, RPD made the first major revision to the publicly posted staff schedules since they were first implemented in 2006. Park supervisory staff created work plans for each park.

Both RPD and the City Services Auditor (CSA) checked compliance against these schedules during the year. Before the schedule revision, RPD's compliance rate was 53 percent; after the revision, scores were 71 and 66 percent in quarters 3 and 4, respectively. CSA rated

compliance after the staff schedules were revised and found compliance rates slightly higher than last year but still low – 40 percent in quarter 3 and 54 percent in quarter 4.

**Park management plans developed.**

RPD developed park management plans comprised of staff schedules, detailed maintenance task and time breakouts, park maps, and a list of potential site improvements, including capital and volunteer efforts. RPD will monitor and evaluate the use of these plans in FY 2008-09.

**Background**

*City Charter Requirements*

In November 2003, San Francisco voters passed Proposition C establishing the City Services Auditor (CSA) in the Controller's Office. City Charter Appendix F, Section 102, mandates that CSA develop and review standards for park maintenance in consultation with the Recreation and Park Department (RPD) and establishes the following objectives:

- Regular maintenance schedules for parks to be established and made available to the public
- Compliance reports to be published regularly showing extent to which Department has met its published schedules
- Quantifiable, measurable, objective standards for park maintenance to be developed in cooperation and consultation with the Recreation and Park Department
- An annual report of the City's performance to those standards, with geographic detail

Beginning in April 2004, CSA and RPD have worked together to design and implement Proposition C's requirement for schedules, standards, inspections, and reporting.

**Methodology**

The San Francisco Park Maintenance Standards Manual, created in FY 2004-05, defines the desired conditions of park features and is used to assess and evaluate conditions in parks in all 11 supervisorial districts. The standards cover 14 broad features ranging from lawns to restrooms and test 76 specific elements such as cleanliness, plant health and playground conditions. See Exhibit 4 for more detail.

## EXHIBIT 4 Park Maintenance Standards Overview

Park feature		Elements examined under each park feature	
Landscaped and Hardscaped Areas	1. Lawns	<ul style="list-style-type: none"> <li>Cleanliness</li> <li>Color</li> <li>Density and spots</li> <li>Drainage/ flooded area</li> </ul>	<ul style="list-style-type: none"> <li>Edged</li> <li>Height/mowed</li> <li>Holes</li> </ul>
	2. Ornamental Gardens, Shrubs, and Ground Covers	<ul style="list-style-type: none"> <li>Cleanliness</li> <li>Plant health</li> </ul>	<ul style="list-style-type: none"> <li>Pruned</li> <li>Weediness</li> </ul>
	3. Trees	<ul style="list-style-type: none"> <li>Limbs</li> <li>Plant health</li> </ul>	<ul style="list-style-type: none"> <li>Vines</li> </ul>
	4. Hardscapes and Trails	<ul style="list-style-type: none"> <li>Cleanliness</li> <li>Drainage/flooded area</li> <li>Graffiti</li> </ul>	<ul style="list-style-type: none"> <li>Surface quality</li> <li>Weediness</li> </ul>
	5. Open Space	<ul style="list-style-type: none"> <li>Cleanliness</li> </ul>	
Recreational Areas	6. Turf Athletic Fields (E.g., ball fields, soccer pitches)	<ul style="list-style-type: none"> <li>Cleanliness</li> <li>Color</li> <li>Drainage/flooded area</li> <li>Fencing</li> </ul>	<ul style="list-style-type: none"> <li>Functionality of structures</li> <li>Graffiti</li> <li>Height/ mowed</li> <li>Holes</li> </ul>
	7. Outdoor Athletic Courts (E.g., tennis and basketball courts)	<ul style="list-style-type: none"> <li>Cleanliness</li> <li>Drainage/ flooded area</li> <li>Fencing</li> <li>Functionality of structures</li> </ul>	<ul style="list-style-type: none"> <li>Graffiti</li> <li>Painting/stripping</li> <li>Surface quality</li> </ul>
	8. Children's Play Areas	<ul style="list-style-type: none"> <li>Cleanliness</li> <li>Fencing</li> <li>Functionality of equipment</li> <li>Graffiti</li> </ul>	<ul style="list-style-type: none"> <li>Integrity of equipment</li> <li>Painting</li> <li>Signage</li> <li>Surface quality</li> </ul>
	9. Dog Play Areas	<ul style="list-style-type: none"> <li>Bag dispenser</li> <li>Cleanliness</li> <li>Drainage/ flooded area</li> <li>Height/ mowed</li> </ul>	<ul style="list-style-type: none"> <li>Signage</li> <li>Surface quality</li> <li>Waste Receptacles</li> </ul>
Amenities and Structures	10. Restrooms	<ul style="list-style-type: none"> <li>Cleanliness</li> <li>Graffiti</li> <li>Functionality of structures</li> <li>Lighting</li> <li>Odor</li> </ul>	<ul style="list-style-type: none"> <li>Painting</li> <li>Signage</li> <li>Supply inventory</li> <li>Waste receptacles</li> </ul>
	11. Parking Lots and Roads	<ul style="list-style-type: none"> <li>ADA parking spaces</li> <li>Cleanliness</li> <li>Curbs</li> <li>Drainage/ flooded areas</li> </ul>	<ul style="list-style-type: none"> <li>Graffiti</li> <li>Painting/ stripping</li> <li>Signage</li> <li>Surface quality</li> </ul>
	12. Waste and Recycling Receptacles	<ul style="list-style-type: none"> <li>Cleanliness of receptacles</li> <li>Fullness</li> </ul>	<ul style="list-style-type: none"> <li>Painting</li> <li>Structural integrity and functionality</li> </ul>
	13. Benches, Tables, and Grills	<ul style="list-style-type: none"> <li>Cleanliness</li> <li>Graffiti</li> <li>Painting</li> </ul>	<ul style="list-style-type: none"> <li>Structural integrity and functionality</li> </ul>
	14. Amenities & Structures	<ul style="list-style-type: none"> <li>Exterior of buildings</li> <li>Drinking fountains</li> <li>Fencing</li> <li>Gates / locks</li> </ul>	<ul style="list-style-type: none"> <li>Retaining walls</li> <li>Signage</li> <li>Stairways</li> </ul>

Source: San Francisco Park Standards Manual and Evaluation Form

*Inspections increased in FY  
2007-08*

In the program's third year, trained RPD and CSA staff performed park inspections from July 1, 2007 to June 30,



2008. Beginning in October 2007, RPD inspected all parks each quarter while CSA inspected all parks once per year and a selected number of parks four times per year. The total number of inspections increased from 536 in 2006-07 to 760 in 2007-08. All supervisory and management staff of RPD and all staff at CSA performed inspections.

Each park has a different set of features to be evaluated, and each element of every feature is rated “yes” or “no”, based on whether or not the element meets the requirement to pass the standard. For example, the “height/mowed” element in the Lawns feature defines a passing score as lawns mowed and kept at a uniform height of less than ankle height.

All elements rated during a park inspection contribute equally to the park’s score, and the overall park average is determined by the number of all “yes” answers divided by the total number of answers given.

## Combined Scores

The park scores in this report, unless otherwise specified, represent a combination of RPD and CSA inspection scores. Each park will receive a RPD and CSA departmental score that is the average of all the inspections that department performed in 2007-08. For example, RPD may inspect a park four times, so the RPD average score is taken from all four inspection scores.

Once each department’s average score is determined, a park’s final score is the average of the RPD and CSA departmental scores. In the example below, a park received four scores from RPD, averaging 80.5 percent for the year. CSA inspected the park twice, giving it an 82 percent average score. Therefore, the park’s score for FY 2007-08 is 81.25 percent – the average of each of the department’s average score.

### *2007-08 park score example calculation*

Dept.	Q1	Q2	Q3	Q4	Avg.
RPD	79%	82%	83%	78%	<b>80.5%</b>
CSA	86%		78%		<b>82%</b>

<b>2007-08 Park Score</b>	<b>81.25%</b>
---------------------------	---------------

This same formula has been applied to results from previous years so that comparison among all the data is

consistent. For more details on methodology, see Appendix A. To see yearly averages for all parks, see Appendix B. And to see all scores for 2007-08 by district, see Appendix C.



## CHAPTER 1 – Park Inspection Results

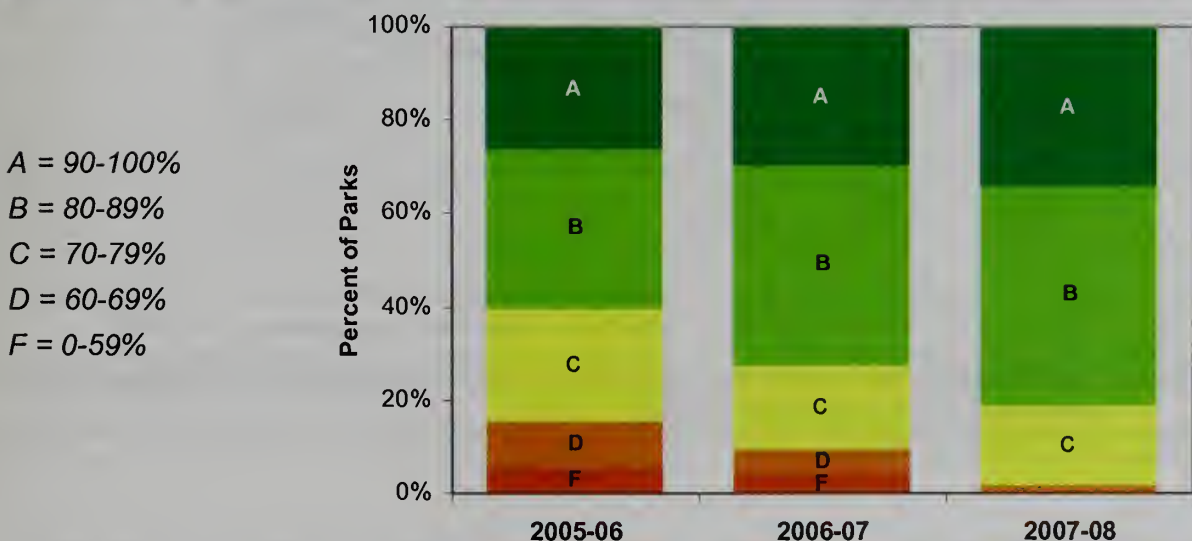
### Citywide results

Park inspection results have improved for the third year in a row. The citywide average for park scores increased 2.4 percent in FY 2007-08 over the previous year. The FY 2006-07 citywide score, which is the average of all park averages, was 83.7 percent, and in FY 2007-08 the citywide average was 86.2 percent. Scores have progressed in the three years of collecting results, starting at 81.2 percent in FY 2005-06. The citywide average, however, has not yet met RPD's goal of 90 percent.

*Four-fifths of parks received As or Bs*

For the second year we've converted park scores to letter grades, and as seen in exhibit 5, more parks received higher grades than in previous years. Almost half of all parks received a B grade, which is consistent with the citywide average. Parks in nine of the City's 11 supervisorial districts received a grade of C, though a higher proportion of low grades was found in the southeast section of the City. Almost 40 percent of parks in District 10 received a C grade, while half of all open parks in District 11 scored a C or D grade. There were far fewer D and F grades in FY 2007-08, three citywide as compared to last year's 16.

### EXHIBIT 5 Grades continue to improve in FY 2007-08



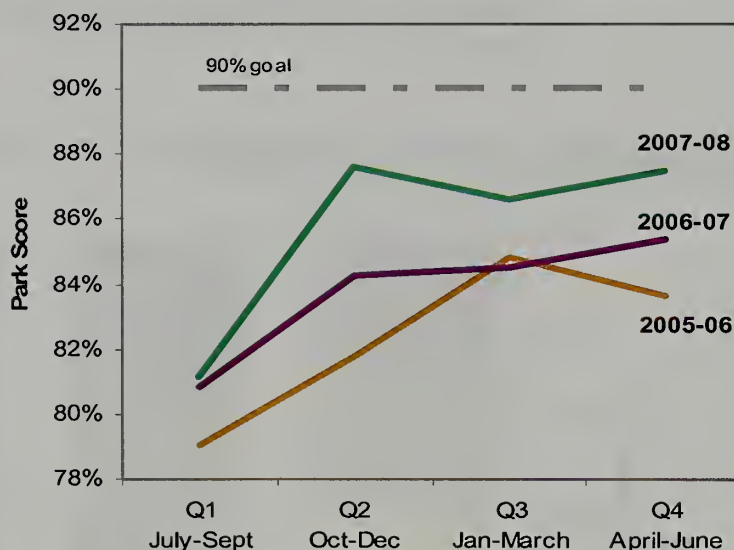
Source: CSA and RPD park inspection results FY 2005-06, FY 2006-07, FY 2007-08

### Seasonal Trends

Park inspections are performed on a quarterly basis coinciding with San Francisco's fiscal year which runs from July 1 to June 30. Park usage changes depending on the time of year. For example, during the summer months, more children are in the parks when school is on break and more events take place in the parks. During this time of high park usage, scores tend to be lower. As schools go back into session and summer events end, parks tend to receive higher scores.

During the summer of 2007, the first quarter (Q1) of FY 2007-08, the citywide average was 81.2 percent, only slightly higher than the same time period in 2006. As seen in Exhibit 6, the second quarter (Q2) of FY 2007-08 saw a significant increase over the same time period in the previous year. One reason for the significant increase from Q1 to Q2 in FY 2007-08 could be the hiring of 15 gardeners and 35 custodians who joined RPD on October 1, 2007.

#### EXHIBIT 6 Park usage changes seasonally and affects park scores



\* Note: Average scores for each quarter are calculated by taking the average of all inspections scores from both RPD and CSA during that time period.

Source: CSA and RPD park inspection results FY 2005-06, FY 2006-07, FY 2007-08

### Individual park results

Parks generally scored higher in FY 2007-08. Three-fifths of parks scored higher than in the previous year. District 3

had the most highly rated parks, and District 10 had the most poorly rated parks.

Many of the top rated parks remain the same as last year, though FY 2007-08's top rated park, Collis P. Huntington Park on Nob Hill, was the 11<sup>th</sup> highest last year. Many of the highest and lowest scoring parks have a smaller number of features which makes inspection scores more dependent on individual element ratings.

## EXHIBIT 7 Highest and lowest rated parks in FY 2007-08

10 Highest Rated Parks in FY 2007-08

Rank	Park	District	2007-08	2006-07	2005-06
1	Collis P. Huntington Park	03	98.9%	96.2%	95.9%
2	Richmond Recreation Center	01	98.8%	96.1%	99.2%
3	Fay Park	03	98.6%	94.7%	100.0%
4	Midtown Terrace Playground	07	98.1%	91.5%	94.0%
5	Hyde/Vallejo Mini Park	03	98.0%	88.0%	80.0%
6	Alice Marble Tennis Courts	02	97.8%	99.3%	99.4%
7	Maritime Plaza	03	97.5%	93.9%	
8	Helen Wills Playground	03	97.2%	97.0%	96.7%
9	Alioto Mini Park	09	97.1%	89.2%	95.0%
10	Koshland Park	05	96.3%	83.2%	87.7%

10 Lowest Rated Parks in FY 2007-08

Rank	Park	District	2007-08	2006-07	2005-06
1	Cayuga/Lamartine Mini Park	11	64.2%	65.5%	54.6%
2	Sgt. John Macaulay Park	06	66.6%	76.8%	80.5%
3	John McLaren Park	10	70.2%	85.0%	78.5%
4	Park Presidio Blvd	01	70.4%	67.4%	
5	Palou/Phelps Park	10	70.5%	87.4%	89.4%
6	Sue Bierman Park	03	70.7%	94.3%	90.1%
7	Adam Rogers Park	10	70.8%	78.0%	68.3%
8	Ina Coolbrith Mini Park	03	72.0%	95.2%	82.1%
9	Selby/Palou Mini Park	10	72.8%	84.0%	70.9%
10	Mt Olympus	08	74.3%	67.1%	83.3%

\* Note: Parks with fewer than three inspections during 2007-08 are excluded. Open space areas are excluded because they only have a small number of elements rated. Everson/Digby Lots and Berkeley Way Open space received a 100 percent score, while Portola Open Space received a 12.5 percent rating.

Source: CSA and RPD park inspection results FY 2005-06, FY 2006-07, FY 2007-08





*Koshland Park – 96.3 percent*



*Ina Coolbrith Mini Park – 72.0 percent*

Koshland Park, the 10<sup>th</sup> highest rated park, had the largest gain from last year's score – from 83.2 percent in FY 2006-07 to 96.3 percent in FY 2007-08. Five of the top 10 parks are in District 3, and no parks from the southwest or southeast made it onto the best-performing list.

Half of the 10 worst-performing parks, however, are in the southeast section of the City, in Districts 10 and 11. Cayuga/Lamartine Mini Park continues to score poorly, topping this year's list, joined by two formerly high-scoring parks, both in District 3. Ina Coolbrith Mini Park and Sue Bierman Park (formerly Ferry Park) saw roughly 23 percent decreases in their scores compared to last year.

## District results

District averages rose in FY 2007-08, with only three of the 11 districts receiving lower averages than last year. Districts 2, 3 and 6, though generally higher performing than other districts, were down slightly in FY 2007-08. District 11 improved the most, but district 4 also saw a significant increase, up 8.2 percent over FY 2006-07.

### EXHIBIT 8

#### Eight of 11 districts averaged higher than last year

District	1	2	3	4	5	6	7	8	9	10	11
2007-08 Average	86.6%	87.1%	89.4%	87.2%	86.9%	84.5%	88.6%	83.5%	91.1%	82.3%	82.9%
Change from 2006-07	3.4%	-3.0%	-1.1%	8.2%	4.4%	-0.5%	0.2%	4.0%	4.8%	0.5%	10.5%

Highest

Lowest

Source: CSA and RPD park inspection results FY 2006-07, FY 2007-08



*Bernal Heights Recreation Center –  
96 percent, up 21 percent from last year*



*Selby/Palou Mini Park –  
76 percent, down 11 percent from last year*

*Highest scoring district –  
District 9: 91.1 percent*

District 9 had the highest average in FY 2007-08 with a 91.1 percent rating across all parks. Joseph Rolph Jr Playground in District 9, which received a 70.1 percent score in FY 2006-07, was closed for renovation in FY 2007-08, but several other parks in the district scored higher. Garfield Square, Jose Coronado Playground and Holly Park all scored at least 10 percent higher than last year.

*Lowest scoring district –  
District 10: 82.3 percent*

Averaging only slightly higher than last year, District 10 received the lowest district average score, 82.3 percent. Potrero del Sol Park, which scored 68.0 percent in 2006-07, was not rated in FY 2007-08 because it was closed for renovation. However, four parks in District 10 saw significant drops from last year's scores: Palou/Phelps park (-17.0 percent), John McLaren Park (-14.8 percent), Louis Sutter Playground (-12.1 percent) and Selby/Palou Mini Park (-11.2 percent).

*Most improved district –  
District 11: +10.5 percent*

District 11 saw a major increase in its district average, up 10.5 percent. However, the district is still the second lowest-rated in the City. Improved park scores include Cayuga Playground, up 12.0 percent, and Head/Brotherhood Mini Park, which saw a 9.2 percent increase.

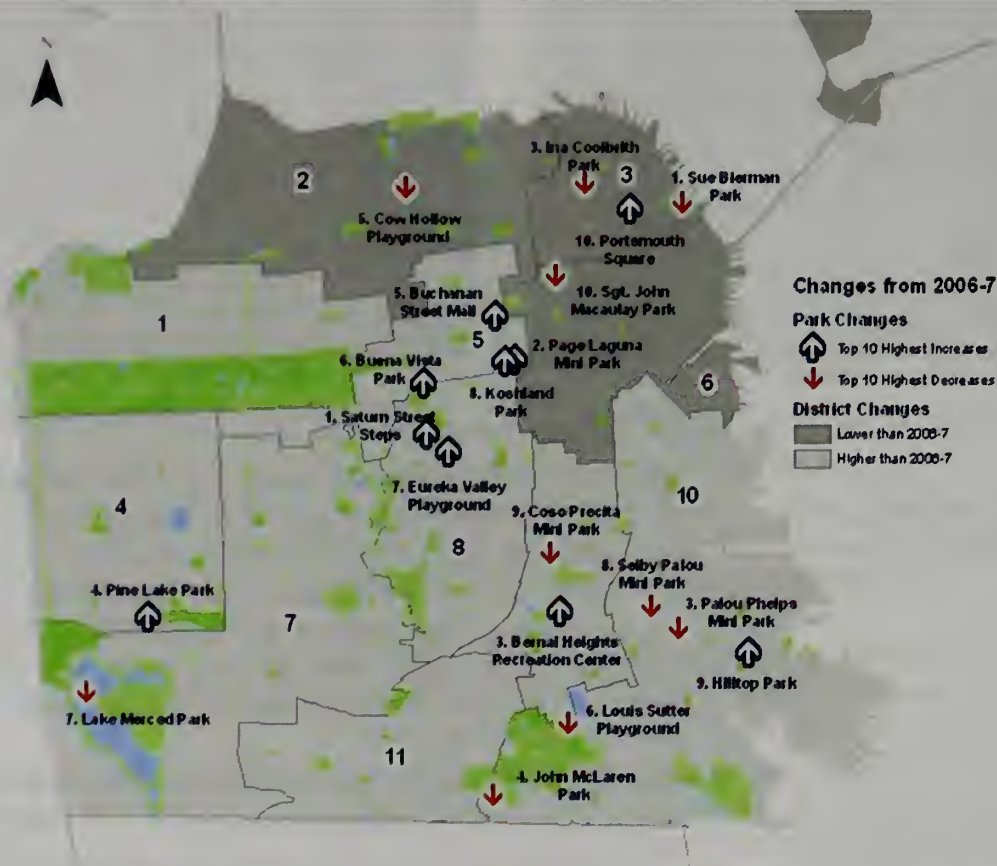
*Least improved district –  
District 2: -3.0 percent*

District 2 saw the biggest drop of all districts in its average from FY 2006-07, 90.1 percent, to 87.1. Cow Hollow playground scored 13.9 percent lower than in FY 2006-07, and the only major gain by a park in the district was Alta Plaza, which scored 8.0 percent higher in FY 2007-08.



## EXHIBIT 9

### Districts in the Northeast perform slightly lower than last year



Source: CSA and RPD park inspection results FY 2006-07, FY 2007-08; San Francisco Enterprise GIS Program data

Parks with the greatest improvements were clustered in the center of the City in districts 5 and 8. These six parks are distributed evenly in two of RPD's NSAs, the department's operational areas.

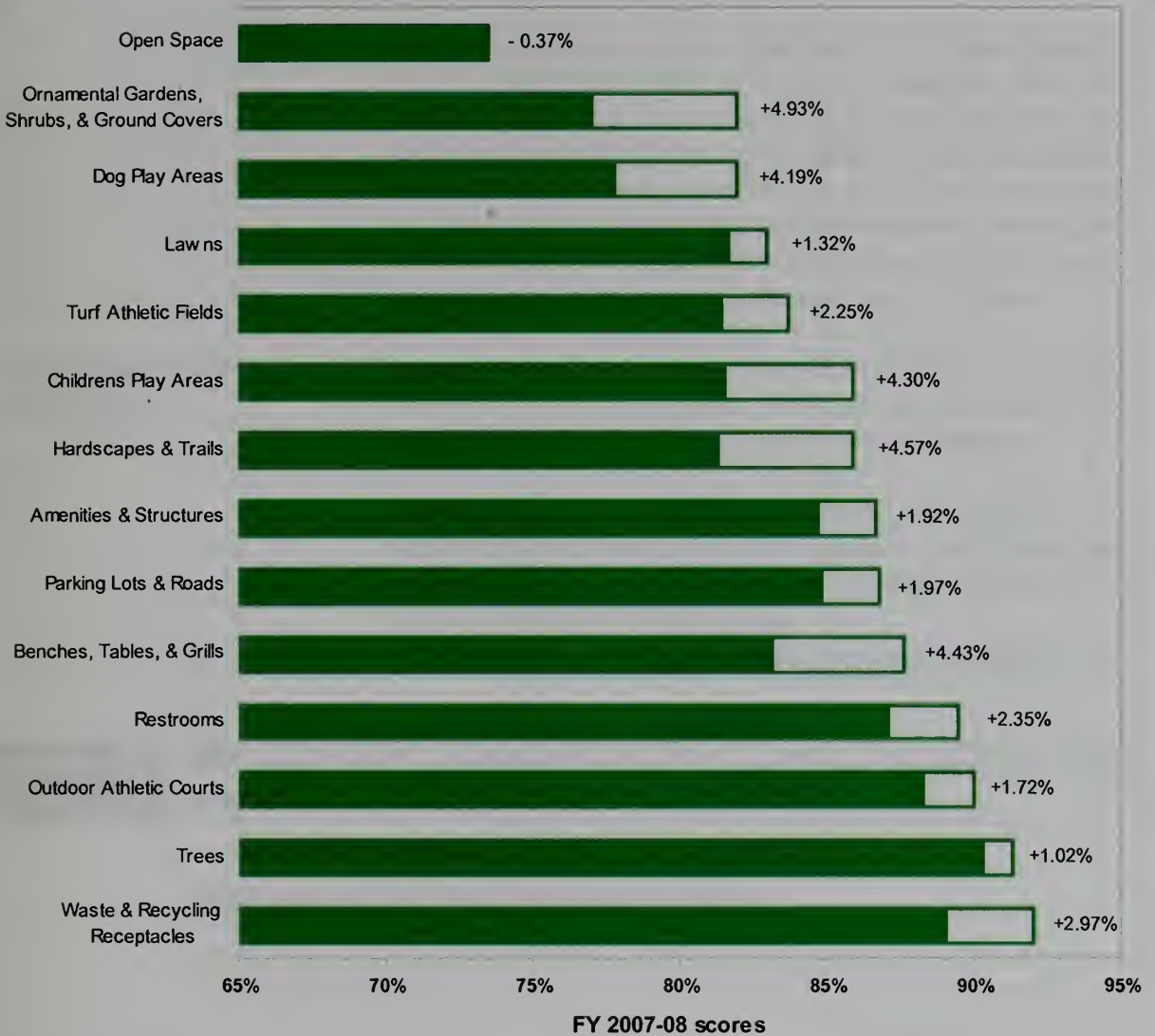
Five of 10 parks which scored much worse than last year are in the southeast section of the City. Louis Sutter Playground, on the northeast side of John McLaren Park, scored 12.1 percent lower in FY 2007-08, while the rest of John McLaren Park scored 14.8 percent lower.

## Features Results

As seen in Exhibit 10 below, all features except open space improved over last year. The Ornamental Gardens, Shrubs and Ground Covers feature improved almost five percent, and the Children's Play Area; Hardscapes and Trails; and Benches, Tables and Grills features all improved by over four percent.

**EXHIBIT 10**

**All features improved over last year (except open space)**



Source: CSA and RPD park inspection results 2006-07, 2007-08

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## CHAPTER 2 – Park Standards as Management Tool

RPD has leveraged the park standards as a management tool in designing operational plans and analyses. Over the past two years, the Department has used the standards as the basis from which to define tasks and activities required to meet the standards, to conduct a staffing analysis based on those tasks, and to create staff schedules to accomplish those tasks. All of these operational plans are being used to create park management plans for each City park.

### Staff Schedules & Compliance

As part of the Charter requirement to establish and publicly post maintenance schedules, CSA has worked with RPD to develop and monitor the accuracy of staff schedules.

Staff schedules for neighborhood parks and properties display day and time periods that gardeners and custodians are scheduled to be on-site and are posted on the RPD website at the following address:

[http://www.sfgov.org/site/recpark\\_page.asp?id=35887](http://www.sfgov.org/site/recpark_page.asp?id=35887)

### EXHIBIT 12 Web-based staff schedules display days and times for gardeners and custodians to work at each park

Select a Park:

Employee(s)	# of	Hrs
Custodian	1	18
Gardener	1	11

Hours are based on Bi-Weekly Schedule



Timeslots are half-hour increments (G-Gardener, C-Custodian, E-Environment Service Worker)

Source: San Francisco RPD



After the initial creation of these schedules in 2006, RPD committed to updating changes on a quarterly basis. However, updating only occurred periodically and did not accurately reflect actual staffing at individual parks.

CSA continued to work with RPD to ensure that updated and accurate schedules were developed and posted. In the fall of 2007, RPD park supervisory staff reviewed and revised staff schedules for all parks to reflect actual staffing based on staff changes, redeployment and new staff hires. RPD also implemented technical improvements to the staff scheduling system and defined the follow up policy for supervisors to revise schedules in the future, an improvement from previously where no follow up policy to update schedules existed. Revised staff schedules were introduced in January 2008.

Park management is responsible for updating schedules on a bi-monthly basis. Automatic notices are sent from the scheduling system to park management staff responsible for managing staff schedules to confirm or change the existing staff schedules, though schedules can be adjusted at any time. Schedules must be adjusted if an employee will be absent for more than two weeks; for shorter periods of leave, park management is not required to update the schedules but is responsible for coordinating staff to cover the missing work requirements.

*Checking compliance against the posted schedules is a required element of the Charter amendment*

At RPD, NSA managers check compliance on staff schedules by choosing a sample in their area each quarter to inspect. Unlike quarterly park standards inspections, only NSA managers check compliance to staff schedules so that other staff are not checking and reporting on their co-workers.

NSA managers visit the selected parks unannounced to observe staff as compared to the publicly posted schedules. If staff is not present, the NSA managers are responsible for following up to find out why staff is not on-site when scheduled.

*RPD results*

During FY 2007-08, RPD performed these inspections during three quarters and found the following compliance rates which show how often staff was observed in a park at



the scheduled time:

- Quarter 1 (July-September 2007): 53 percent
- Quarter 3 (January-March 2008): 71 percent
- Quarter 4 (April-June 2008): 66 percent

The compliance rates do not factor in approved employee leave, which accounted for 18.3 percent of the total hours of RPD employees' time in FY 2007-08. (This non-productive time can include vacation, legal holidays, floating holidays, jury duty, sick leave and other reasons.) It is RPD management's responsibility to create accurate schedules that incorporate approved leave and meet the publicly posted schedules.

RPD chose not to check compliance rates during the second quarter because it was making a system-wide adjustment to all staff schedules, which had not taken place in over a year.

#### *CSA results*

CSA inspectors checked compliance of staff schedules by visiting parks at times that coincided with the posted schedules from the RPD website for at least 15 minutes when staff was expected to be on-site.

During FY 2007-08, CSA performed these inspections in the two quarters following the launch of the revised schedules and found the following compliance rates:

- Quarter 3 (January-March 2008): 40 percent
- Quarter 4 (April-June 2008): 54 percent

In Quarter 3, CSA staff expected to observe 43 gardeners or custodians but only encountered 17, while 27 of 50 scheduled staff were observed in Quarter 4. These scores are higher than the previous CSA inspections, but they are still low.

The CSA compliance scores above do not include observed staff against posted schedules for sections of Golden Gate Park. Sections of Golden Gate park cover about 200 acres of land, so the chance of observing all staff scheduled in the area is low. However, CSA staff did observe selected staff during inspections and the compliance rates were close to those of all other parks.

One section of Golden Gate Park was rated in Quarter 3 and three of seven scheduled staff were observed for a 43 percent compliance rate, while four sections were rated in Quarter 4 and received a 38 percent compliance rate with 15 of 38 scheduled staff observed.

## **Park Management Plans**

RPD has developed park management plans to specify and quantify actual tasks and time required for park maintenance to meet established national standards, support review and allocation of resources to work requirements, and provide supervisors with a tool to understand, allocate and schedule staff resources to meet work requirements. These plans are intended to serve as a management tool to inform operational decisions to ensure park maintenance meets the established standards goals.

Park management plans are comprised of the following:

### *Gardener and custodian schedules*

As detailed in the staff schedule compliance section above, gardener and custodian schedules are included in the park management plans.

### *Maintenance task and time breakout*

*RPD should incorporate resources needed to staff volunteer events into staffing plans*

The maintenance task and time breakout plan details the tasks required for all functional areas in the park. The report lists the staff hours assigned to the park, national benchmarks for each activity and the available staff hours allocated to the maintenance tasks required at the park. Tasks are prioritized in case there are not sufficient allocated hours to complete all tasks and tasks with no associated staff hours indicate potential volunteer opportunities, per the RPD volunteer policy.

Draft task and time breakout plans for each park can be viewed on the RPD website at the following address:  
[http://www.sfgov.org/site/recpark\\_page.asp?id=91906](http://www.sfgov.org/site/recpark_page.asp?id=91906)

### *Park Map*

Geographic Information Systems (GIS) maps of each park are used to identify and measure all functional areas applicable to each park. These maps are used to help define work tasks and also to inform park inspections, ensuring the correct features are rated against the standards.

The park management plans will also include a potential site improvements list, though this is still in development. The one-page document that will be posted in each park lists potential projects identified by the capital planning process. A park wish list is also included detailing ideas developed with volunteer groups, such as expanding a community garden or clearing weeds from an open area in the park.

*Implementation*

RPD implemented these plans in July 2008, though the initial efforts will be to monitor the plans and make adjustments as necessary. Park management will regularly evaluate the accuracy of the task and time breakout reports and use inspection scores to gauge the effectiveness of the plans. RPD will work with volunteer groups to share the work plans and to develop each park's wish list for future park improvements.

**Impact of New  
Maintenance Staff**

As a result of the staffing analysis performed in 2006, RPD demonstrated a need for additional staff and was successful in receiving a budget increase to hire additional staff in the fall of 2007. Fifteen gardeners and 35 custodians started on October 1; RPD also hired 10 park rangers, one park ranger supervisor and two dispatchers (for weekend and evening shifts) in November 2007.

*Additional staff hired in fall  
2007*

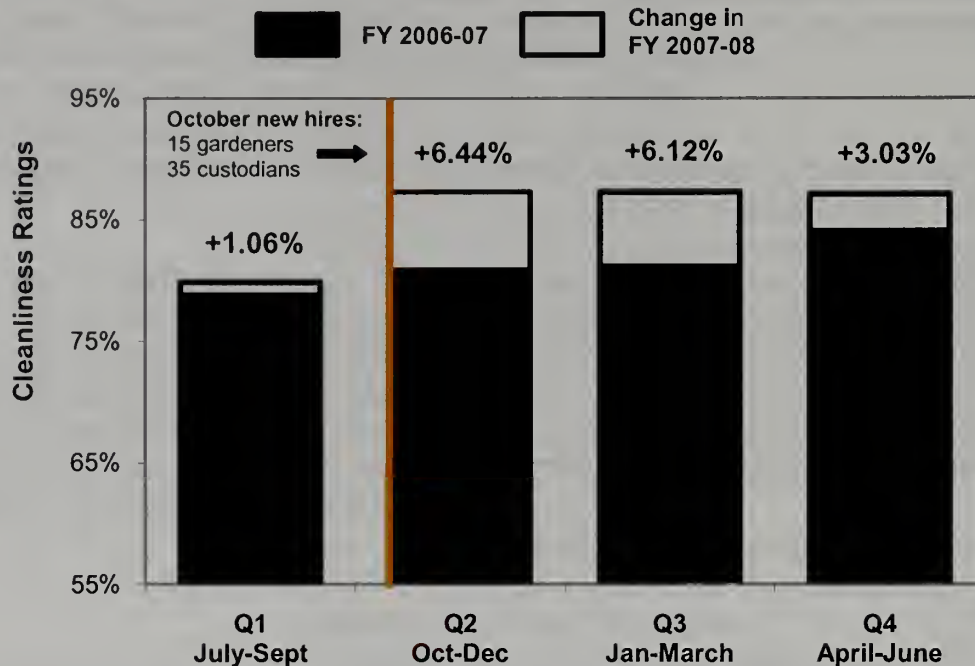
Many of the new gardeners and custodians were deployed to mobile crews with a Thursday to Monday schedule, increasing staff capacity on the weekends. These mobile crews are project-based, centered around volunteer and event support on the weekends, post-event clean up on Mondays, outage support system-wide, large and/or annual maintenance projects and major openings and closures.

As seen in the overall park inspection results in Chapter 1, scores increased in FY 2007-08, particularly beginning in the second quarter. These increases cannot directly be tied to new staff that joined in October 2007, as there are other factors which may have contributed to an increase in scores, but one sub-set of scores showed an improvement which may be the result of increased staff.



**EXHIBIT 13**

**Cleanliness ratings increased from previous year after additional gardeners and custodians hired**



*FY 2007-08 scores including increase from FY 2006-07*

\* Note: Cleanliness ratings are based on those standards specifically regarding cleanliness issues, such as presence of litter and debris.

Source: CSA and RPD park inspection results FY 2006-07, FY 2007-08

*Cleanliness ratings improved with additional custodians*

All features except Trees have at least one standard relating to cleanliness. Generally, cleanliness is defined as having only small amounts of litter or debris in a given area. For example, the Lawns standard regarding cleanliness states that at a neighborhood or regional park, no more than 5 pieces of litter or debris, lightly scattered, should be visible in a 100' by 100' area or along a 200' line. One task of custodians is to pick up and remove trash from throughout the parks, including on lawns, play areas, and athletic fields. As seen in the Exhibit 13, cleanliness ratings improved over the same time period in the previous year by over 6 percent after 35 custodians were hired.



## CHAPTER 3 – Recommendations

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CSA and RPD meet bi-monthly to discuss program implementation, areas of program improvement, and opportunities to incorporate findings into operational planning.

### **1. Utilize inspections results to better inform operational decisions.**

Parks have been inspected for three years, providing RPD with a wide range of data to report on park conditions. Inspection results are being used to inform RPD management of specific areas for improvement but there is still an opportunity to institutionalize timely communication of inspection results.

The RPD operations group has been using the scores to evaluate different areas, but not all supervisors are using the results to monitor and track park conditions. A comprehensive effort should be made to ensure that all NSA managers use quarterly results to inform operational needs, identifying weaknesses and strengths and redeploying resources as needed. RPD management should use inspection results as part of the performance evaluation for NSA managers. Efforts should also be made to share results with line staff who do not have access to computers while on the job.

As mentioned in a following recommendation, new inspection results reports designed to identify operational needs will assist in this effort.

### **2. Closely monitor and evaluate park management plans.**

During FY 2007-08, RPD developed park management plans and posted the draft reports which detail task and time allocations for each park. As is RPD's intention, a workgroup should be created to define how the accuracy of these plans will be tracked, to set the policy for making revisions and to coordinate a system-wide effort to ensure the plans are used and updated. Park inspection results should also be incorporated into the evaluation of these plans.

### **3. Improve quality of inspections through targeted training and improved inspection tools.**

Inspection scores are based on the number of elements that pass their respective standard divided by the number of elements that have been rated. Therefore, it is essential that all appropriate elements are rated every time a specific park is inspected. Inspectors should have appropriate and useful tools and training to improve inspection quality.

- a. Park feature lists: The recently created park feature list intends to detail the features of each park that should be inspected. Review completed inspection forms to verify the validity of the lists by cataloguing what features were rated against what features should have been rated.
- b. Training: Identify inspection process issues to target training efforts in areas where greater consistency is needed. For example, if certain features or elements are consistently not rated when appropriate, communicate these issues by training inspectors how to identify and properly rate those features or elements.
- c. Maps: Continue to focus on improving the park maps which detail features to be rated. A workgroup at RPD has been formed to address this issue in 2008, but it is important for this group to receive departmental support as the maps are used by many of the operational groups within the department.
- d. Other improvements: Create other tools as necessary to aid inspectors in clarifying standards and ensuring consistent, repeatable inspections.

### **4. Design new reports to communicate inspection results in more targeted, dynamic ways.**

The database that holds the inspection results does not have easy reporting capability and budget constraints have limited RPD's ability to devote technical resources to developing new reports. Currently, inspection results

reports are limited to those that were developed several years ago.

RPD should work with the Controller's Office to find resources to create new reports from the current database. New reports can focus on comparing scores to the same time period as last year, grouping specific elements to identify operational or capital maintenance needs, identifying inspection process issue areas for possible training efforts, or using the data collected in other ways to inform the inspections process and operational needs.

**5. Develop a more robust reporting system to track staff schedule compliance.**

RPD implemented internal protocols to track compliance against posted staff schedules in FY 2006-07 and has continued to track and monitor compliance. Quarterly results are posted on the RPD website, but RPD should add greater description about how scores are created and should post previous results for more transparency. Currently, only the most recent scores are posted, so there is no way of easily identifying increases or decreases in compliance scores. RPD should also consider reporting results by NSA.

RPD should consider posting schedules in each of the parks so the public can easily see how much staff time is devoted to that park. One possible way in the future to measure compliance of these schedules would be to use the 311 service to track staff time.

**6. Create a two-year roadmap for the future of the park standards program.**

As a City Charter mandate, the park standards program is a permanent effort to rate the condition of the City's parks to defined standards. An effort over the next two years should identify program improvements and potential changes to the standards and inspections process to continually improve the program. Using inspection results to identify operational needs can assist in budget planning which is of particular importance in light of potential budget constraints in the near future.

This project could include revising the standards to clarify standards language to describe what is being rated, add or remove features, or improve formatting for easier use by inspectors. A two-year roadmap could also help RPD plan for future data analysis and reporting needs which could be used to help design data system improvements.

## Status of Previous Recommendations

The 2006-07 Parks Annual Report included five recommendations to improve the park standards program. These recommendations and current status of each are listed below.

1. *Recommendation:* Create a weighting evaluation approach for different types of parks and for different features.

*Status:* RPD considered the recommendation and decided to keep the current weighting of features and park types in place in order to collect consistent data over five years. Revisions to the standards, which may include a weighted evaluation approach – changing emphasis to give certain features or types of parks more weight in inspection results – can be evaluated in the next two years as part of the two-year roadmap described in FY 2007-08 recommendation 6.

2. *Recommendation:* Use the inspection results to manage operations and redeploy staff as needed. Based on the results of the staffing analysis conducted during this fiscal year, Rec & Park has a better knowledge of where gaps lie. The analysis identified a need for an additional 227 gardeners, including 45 for neighborhood parks, and 37 custodians. As a first step to reduce the gap, Rec & Park has obtained funding to hire an additional 15 gardeners and 35 custodians for FY 2007-08.

*Status:* During the summer and fall of 2007, RPD park supervisory staff created workplans for all parks which matched staffing requirements to staffing resources for each park, redeploying some staff to better address park needs. Additional gardener and custodian staff hired in October 2007 were mostly deployed to project-based citywide crews to address



maintenance issues not covered by previous staffing patterns. RPD should continue to evaluate staffing assignments and take into account inspection results to redeploy staff as necessary.

3. *Recommendation:* Use the inspections and other public opinion tools (surveys) to prioritize capital investments.

*Status:* The Clean and Safe Neighborhood Parks Bond, passed by voters in February 2008, focuses on the basic needs of the park system to eliminate earthquake safety risks and to renovate run-down parks and playgrounds. A comprehensive evaluation of the City's parks and structures used a set of criteria based on structural needs to identify and prioritize each of the bond's projects. As of yet, inspections and other public opinion tools have not specifically been used to prioritize capital investment, though community outreach is also part of capital planning. The park standards, however, address maintenance issues more than capital issues.

As described in this report, RPD should use inspection results to identify and prioritize smaller capital maintenance projects, such as equipment improvement or painting needs.

4. *Recommendation:* Streamline and reinforce monitoring of the internal compliance program for staff schedules. Although protocols were put in place in FY 2006-07 and follow-up is usually done at the supervisors' level, there is still a need for better consistency at the department level.

*Status:* RPD implemented staff schedule compliance protocols in FY 2006-07 which set the standards NSA managers must use to evaluate compliance. NSA managers are responsible for following up when staff is not at a park when scheduled, so the follow up is consistent.

5. *Recommendation:* Continue to provide regular training to staff to maintain the quality level of inspections and ensure consistent understanding and application of the park standards by all staff.

*Status:* RPD and CSA held the second annual joint training in FY 2007-08 to reinforce inspections protocols, clarify standards interpretation, and ensure consistency of how evaluators perform inspections. In FY 2007-08, new tools were introduced to assist evaluators in performing more accurate inspections. Efforts are in progress to improve training by identifying areas of weakness and creating training opportunities, clarification of some standards, and improved tools and processes.

## APPENDIX A: DETAILED METHODOLOGY

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### Program History

#### *Standards Development*

Prior to Proposition C, RPD did not have published maintenance schedules or performance standards. Beginning in January 2004, CSA collaborated with RPD executive management, assistant superintendents, and park supervisors to draft cleaning and maintenance standards. CSA staff researched best practices and benchmarks by reviewing park maintenance standards from several jurisdictions.

CSA consulted broadly with stakeholders while drafting the standards, including the Park, Recreation and Open Space Advisory Committee (PROSAC) and the Neighborhood Parks Council. Several public outreach meetings were held with the Board of Supervisor's City Services Committee, the Recreation and Park Commission, and PROSAC during the public comment period when the general public was invited to review the draft standards manual and to submit written comments.

#### *Implementation*

The San Francisco Park Standards Manual and Evaluation Form was released in May 2005. The standards cover 14 broad features ranging from lawns to restrooms and test 76 specific elements such as cleanliness, plant health and playground conditions. Using these standards, trained RPD and CSA staff perform inspections of all open parks every year. RPD originally rated all parks twice per year, but started to rate all parks once per quarter in October 2007 while CSA inspects all parks once per year. RPD and CSA staff also check compliance against publicly posted staff schedules.

### Park Selection

Parks inspected yearly include all open City neighborhood parks, mini parks, civic plazas or squares, regional parks, and select open spaces. Natural areas, golf courses, and community gardens are not rated.

Parks closed for renovation and not rated in FY 2007-08 are as follows:

10th Ave/Clement Mini Park  
J. P. Murphy Playground  
James Rolph Jr Playground  
Junipero Serra Playground  
Miraloma Playground

Moscone Recreation Center  
Ocean View Playground  
Potrero Del Sol Park  
Upper Noe Recreation Center

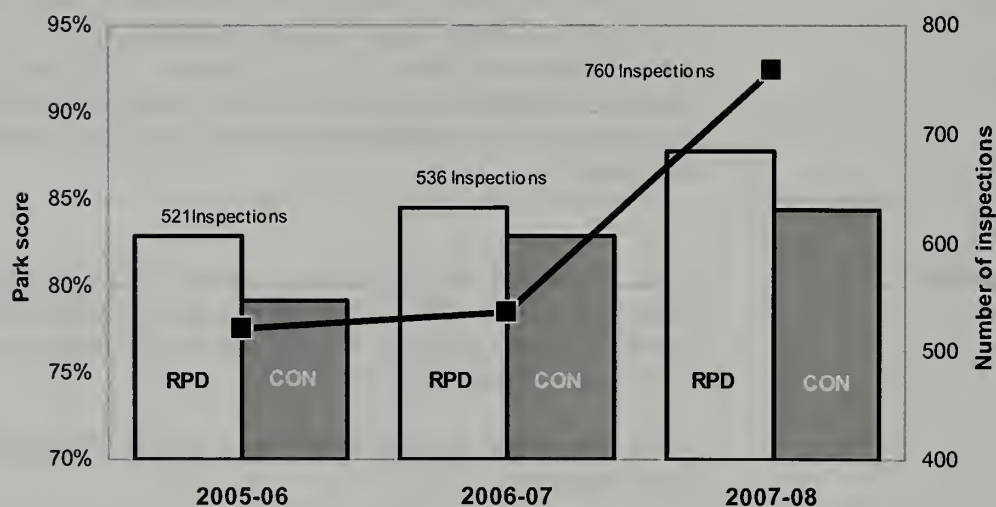
For a full list of parks rated, see Appendix B.

## Departmental Results

While there are still differences between the scores in the two departments, the margin of error is decreasing. Comparing the average scores for a specific park from each department, the number of parks for which the RPD and CSA average scores differed by less than five percent increased from 39 percent in FY 2006-07 to almost half of all parks in FY 2007-08 (48 percent).

Differences still appear, however, within departmental scores. For example, a department may have inspected a park in all four quarters and given scores ranging from 45 to 95 percent. An effort has been made recently to improve the quality of inspections scores by providing inspectors with additional tools to more consistently rate parks, along with regular training.

### EXHIBIT 11 Differences in departmental scores remain, but new tools and training have been introduced to improve accuracy of inspections



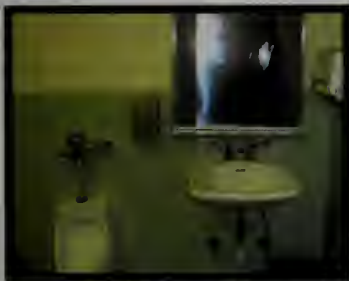
Source: CSA and RPD park inspection results FY 2005-06, FY 2006-07, FY 2007-08

Not all variation, however, is due to inspection quality. There are many reasons a park's score may be different in



a given time period. Some elements, such as cleanliness or graffiti, are highly variable. Depending on the time of day or week, a park could look different. If an inspection occurs before a custodian cleans the park, many elements could fail the standard. However, a park could be inspected right after a custodian has cleaned the park, increasing the likelihood that those elements could pass.

## Park Standards



*Pass: Clean bathroom at Bernal Heights Rec Center*



*Fail: Litter on the lawn at Adam Rogers Park*



*Fail: Vines growing on the trees at Mt Olympus*

The San Francisco Park Maintenance Standards manual and evaluation form can be found on the RPD website:

[http://www.parks.sfgov.org/wcm\\_recpark/Mowing\\_Schedule/SFParkMSManual.pdf](http://www.parks.sfgov.org/wcm_recpark/Mowing_Schedule/SFParkMSManual.pdf)

Each park has a different set of features to be evaluated, and each element of every feature is rated “yes” or “no”, based on whether or not the element meets the requirement to pass the standard. For example, the “height/mowed” element in the Lawns feature defines a passing score as lawns mowed and kept at a uniform height of less than ankle height.

To understand why parks score what they do, looking at the features that were rated can help explain why some parks do better while others get worse. Parks are rated on 14 features, from lawns to playgrounds. Each park has its own set of features to be rated, so some parks may have many features while others may only have a few.

The number of features does not depend on the size of the park, only on what is in the park. A large park may not have many features like athletic courts or playgrounds, but a small park could be filled with many of these features.

Each feature has a number of elements that are to be rated, from only one element for open space – cleanliness – to 11 elements for the amenities and structures feature. Elements range from issues regarding cleanliness to appearance and health of lawns, plants and trees to structural integrity of park structures.

Currently, reporting is only looked at by feature and not by individual elements, aside from looking at all the cleanliness ratings. There is not a function to look at the results of individual elements and how their scores change over time.

## Data Analysis

Trained RPD and CSA staff perform park inspections every quarter, using the standards manual and evaluation form. Completed inspection forms entered into an RPD-maintained database by RPD and CSA data entry staff.

All elements rated during a park inspection contribute equally to the park's score, and the overall park average is determined by the number of all "yes" answers divided by the total number of answers given.

Pre-defined reports are used to extract scores from the database. Report data exported to Excel has been used to generate the scores in this report.

Parks receive a number of scores that are reported by quarter and by department that performed the inspection. All scores for a park by each department are averaged to derive an average score for that park for the year by that department. In other words, a park that is rated one time by one department receives an overall score that is equal to that one score. If that park received more than one score, all scores are average into one for that park for the year.

The combined average for each park is the average of the two department scores.

## APPENDIX B: INDIVIDUAL PARK RESULTS

Park	District	Current		Previous		
		2007-08	Change from 2006-07	2006-07	Change from 2005-06	2005-06
10th Ave/Clement Mini Park	1	Closed	n/a	47.12%	-30.54%	77.66%
24th/York Mini Park	9	93.63%	-2.67%	96.30%	13.37%	82.92%
29th/Diamond Open Space	8	85.42%	35.42%	50.00%	0.00%	50.00%
Adam Rogers Park	10	70.76%	-7.25%	78.01%	9.67%	68.33%
Alamo Square	5	81.84%	-4.01%	85.85%	-2.61%	88.46%
Alice Chalmers Playground	11	94.36%	7.24%	87.12%	-4.19%	91.31%
Alice Marble Tennis Courts	2	97.82%	-1.51%	99.32%	-0.09%	99.42%
Alioto Mini Park	9	97.10%	7.89%	89.20%	-5.83%	95.03%
Allyne Park	2	82.88%	2.61%	80.27%	-6.58%	86.85%
Alta Plaza	2	92.45%	7.98%	84.47%	-7.58%	92.05%
Angelo J. Rossi Playground	1	89.36%	-4.45%	93.81%	6.72%	87.10%
Aptos Playground	7	95.78%	-2.28%	98.06%	n/a	Closed
Argonne Playground	1	86.92%	n/a	Closed	n/a	84.45%
Balboa Park	7	85.27%	5.26%	80.01%	4.50%	75.51%
Bay View Playground	10	77.86%	-4.81%	82.67%	7.46%	75.22%
Beideman/O'Farrell Mini Park	5	91.72%	0.97%	90.75%	16.20%	74.55%
Berkeley Way Open Space	8	100.00%	n/a	Not included	n/a	Not included
Bernal Heights Recreation Center	9	95.90%	21.41%	74.49%	-11.70%	86.18%
Broadway Tunnel West Mini Park	3	86.36%	1.50%	84.86%	10.55%	74.31%
Brooks Park	11	91.32%	1.93%	89.40%	-1.34%	90.74%
Brotherhood/Chester Mini Park	7	88.45%	-1.00%	89.44%	24.44%	65.00%
Buchanan Street Mall	5	82.78%	15.79%	66.98%	-6.01%	72.99%
Buena Vista Park	8	78.46%	15.70%	62.76%	-16.11%	78.87%
Bush/Broderick Mini Park	5	84.88%	-2.39%	87.27%	16.75%	70.52%
Cabrillo Playground	1	90.68%	4.03%	86.65%	-4.23%	90.88%
Carl Larsen Park	4	82.44%	9.86%	72.58%	13.95%	58.63%
Cayuga Playground	11	92.31%	12.04%	80.27%	5.14%	75.13%
Cayuga/Lamartine Mini Park	11	64.24%	-1.23%	65.47%	10.84%	54.63%
Chinese Recreation Center	3	82.69%	-2.96%	85.65%	-1.64%	87.29%
Coleridge Mini Park	9	88.75%	6.80%	81.95%	2.40%	79.55%
Collis P. Huntington Park	3	98.91%	2.69%	96.22%	0.32%	95.89%
Corona Heights	8	88.98%	-0.07%	89.04%	8.03%	81.02%



Park	District	Current		Previous		
		2007-08	Change from 2006-07	2006-07	Change from 2005-06	2005-06
Coso/Precita Mini Park	9	85.79%	-10.87%	96.67%	15.83%	80.83%
Cottage Row Mini Park	5	92.81%	0.39%	92.42%	11.49%	80.93%
Cow Hollow Playground	2	85.65%	-13.91%	99.56%	7.72%	91.84%
Crocker Amazon Playground	11	77.01%	1.69%	75.32%	-6.42%	81.74%
Diamond/Farnum Open Space	8	75.00%	-25.00%	100.00%	0.00%	100.00%
Douglass Playground	8	82.68%	5.47%	77.21%	9.27%	67.94%
Duboce Park	8	91.10%	8.95%	82.15%	-10.59%	92.74%
Dupont Courts	1	83.64%	-3.76%	87.40%	2.92%	84.48%
Esprit Park	10	87.74%	-3.59%	91.33%	3.83%	87.50%
Eureka Valley Playground	8	95.37%	13.50%	81.87%	-10.50%	92.36%
Everson/Digby Lots	8	100.00%	25.00%	75.00%	-25.00%	100.00%
Excelsior Playground	11	91.56%	3.29%	88.27%	-2.38%	90.65%
Father Alfred E. Boeddeker Park	6	89.91%	4.62%	85.29%	8.57%	76.73%
Fay Park	3	98.57%	3.87%	94.70%	-5.30%	100.00%
Fillmore/Turk Mini Park	5	89.33%	3.94%	85.39%	18.95%	66.44%
Franklin Square	6	75.19%	3.28%	71.92%	12.27%	59.65%
Fulton Playground	1	91.73%	2.00%	89.72%	-5.53%	95.25%
Garfield Square	9	94.97%	11.27%	83.71%	13.88%	69.83%
George Christopher Playground	8	91.65%	11.97%	79.68%	-5.39%	85.07%
Gilman Playground	10	78.21%	-1.59%	79.81%	-0.08%	79.88%
Glen Park	8	88.69%	-0.61%	89.31%	1.87%	87.44%
Golden Gate Heights Park	7	89.08%	6.93%	82.14%	-4.12%	86.26%
Golden Gate Park	1	83.43%	0.28%	83.16%	2.71%	80.45%
Golden Gate/Steiner Mini Park	5	89.84%	7.04%	82.80%	4.10%	78.69%
Grattan Playground	5	87.80%	5.07%	82.72%	17.37%	65.36%
Hamilton Playground	5	74.56%	7.90%	66.66%	2.59%	64.07%
Hayes Valley Playground	5	87.63%	-3.01%	90.65%	4.80%	85.85%
Head/Brotherhood Mini Park	11	75.03%	9.15%	65.88%	-18.14%	84.02%
Helen Wills Playground	3	97.20%	0.17%	97.03%	0.34%	96.69%
Herz Playground	10	81.65%	-8.84%	90.49%	n/a	Rated under McLaren
Hilltop Park	10	85.20%	12.92%	72.28%	9.50%	62.77%
Holly Park	9	89.49%	10.70%	78.78%	-4.73%	83.51%
Hyde/Vallejo Mini Park	3	97.99%	10.01%	87.99%	8.00%	79.99%
Ina Coolbrith Mini Park	3	71.99%	-23.20%	95.19%	13.07%	82.12%
India Basin Shoreline Park	10	86.43%	2.64%	83.79%	1.62%	82.17%



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Park	District	Current		Previous		
		2007-08	Change from 2006-07	2006-07	Change from 2005-06	2005-06
J. P. Murphy Playground	7	Closed	n/a	96.89%	-1.00%	97.89%
Jackson Playground	10	89.27%	2.19%	87.09%	-1.33%	88.42%
James Rolph Jr Playground	9	Closed	n/a	70.11%	-9.81%	79.92%
Japantown Peace Plaza	5	85.42%	-2.35%	87.77%	5.40%	82.37%
Jefferson Square	6	76.81%	-4.73%	81.54%	3.22%	78.32%
Joe Dimaggio Playground	3	89.08%	-6.99%	96.07%	4.39%	91.68%
John McLaren Park	10	70.21%	-14.75%	84.96%	6.47%	78.48%
Joost/Baden Mini Park	8	79.74%	7.23%	72.51%	-13.36%	85.87%
Jose Coronado Playground	9	91.25%	10.65%	80.60%	6.67%	73.92%
Joseph Conrad Mini Park	6	84.70%	-4.23%	88.93%	-1.92%	90.84%
Joseph L. Alioto Performing Arts Piazza	3	89.61%	-9.30%	98.90%	17.78%	81.13%
Joseph Lee Recreation Center	10	93.15%	n/a	Closed	n/a	50.14%
Julius Kahn Playground	2	91.49%	3.29%	88.21%	-6.40%	94.60%
Junipero Serra Playground	7	Closed	n/a	97.47%	3.88%	93.59%
Juri Commons	9	90.35%	-5.07%	95.43%	13.52%	81.91%
Justin Herman/Embarcadero Plaza	3	88.68%	-5.34%	94.02%	11.05%	82.97%
Kelloch Velasco Mini Park	10	73.71%	6.57%	67.13%	-16.18%	83.31%
Kid Power Park	6	88.01%	-7.96%	95.96%	-2.95%	98.91%
Koshland Park	5	96.32%	13.12%	83.20%	-4.53%	87.73%
Lafayette Park	2	78.23%	-8.62%	86.85%	13.07%	73.78%
Lake Merced Park	7	76.47%	-11.33%	87.80%	4.45%	83.35%
Laurel Hill Playground	2	87.40%	-0.99%	88.39%	-4.01%	92.40%
Lessing/Sears Mini Park	11	79.32%	-4.27%	83.59%	11.45%	72.14%
Lincoln Park	1	74.60%	-2.83%	77.44%	0.12%	77.31%
Little Hollywood Park	10	77.08%	1.36%	75.72%	-17.81%	93.53%
Louis Sutter Playground	10	78.87%	-12.06%	90.92%	n/a	Rated under McLaren
Lower Great Highway	1	84.29%	-1.44%	85.73%	n/a	Not included
Margaret S. Hayward Playground	6	87.98%	4.60%	83.37%	4.18%	79.19%
Maritime Plaza	3	97.54%	3.64%	93.90%	n/a	Not included
McCoppin Square	4	85.54%	2.67%	82.87%	3.88%	78.99%
McKinley Square	10	81.97%	6.21%	75.77%	5.09%	70.67%
Merced Heights Playground	11	88.28%	4.80%	83.48%	14.67%	68.82%
Michelangelo Playground	3	90.66%	-2.11%	92.77%	-3.71%	96.48%
Midtown Terrace Playground	7	98.13%	6.67%	91.45%	-2.58%	94.04%

Park	District	Current		Previous		
		2007-08	Change from 2006-07	2006-07	Change from 2005-06	2005-06
Miraloma Playground	7	Closed	n/a	90.38%	14.83%	75.55%
Mission Dolores Park	8	86.44%	6.72%	79.72%	-5.01%	84.73%
Mission Playground	8	92.36%	-1.91%	94.27%	14.84%	79.44%
Mission Recreation Center	9	92.99%	0.18%	92.81%	1.14%	91.67%
Moscone Recreation Center	2	Closed	n/a	92.64%	4.83%	87.81%
Mountain Lake Park	2	83.35%	-3.59%	86.94%	5.81%	81.13%
Mt. Olympus	8	74.30%	3.03%	71.27%	-19.93%	91.20%
Mullen/Peralta Mini Park	9	89.88%	-10.12%	100.00%	0.00%	100.00%
Muriel Leff Mini Park	1	83.47%	-7.14%	90.61%	-3.11%	93.72%
Noe Valley Courts	8	91.12%	8.16%	82.96%	-2.54%	85.49%
Ocean View Playground	11	Closed	n/a	53.67%	8.30%	45.37%
Page/Laguna Mini Park	5	93.23%	22.13%	71.10%	-8.62%	79.72%
Palace Of Fine Arts	2	84.38%	-6.65%	91.03%	9.82%	81.21%
Palega Recreation Center	9	80.66%	3.71%	76.95%	-0.66%	77.61%
Palou/Phelps Park	10	70.46%	-16.96%	87.42%	-2.01%	89.43%
Park Presidio Blvd	1	70.40%	2.99%	67.41%	n/a	Not included
Parkside Square	4	90.70%	9.81%	80.89%	11.98%	68.91%
Parque Ninos Unidos	9	94.35%	0.16%	94.20%	6.67%	87.53%
Patricia's Green In Hayes Valley	5	94.36%	4.62%	89.74%	-6.51%	96.25%
Peixotto Playground	8	86.78%	-3.08%	89.86%	-0.14%	90.00%
Pine Lake Park	4	88.18%	18.30%	69.88%	5.33%	64.55%
Portola Open Space	8	12.50%	-87.50%	100.00%	n/a	Not included
Portsmouth Square	3	86.26%	12.15%	74.11%	-3.93%	78.05%
Potrero Del Sol Park	10	Closed	n/a	68.03%	-9.32%	77.35%
Potrero Hill Recreation Center	10	89.05%	11.19%	77.86%	-4.38%	82.24%
Precita Park	9	83.00%	0.69%	82.31%	-5.18%	87.48%
Prentiss Mini Park	9	94.03%	8.87%	85.15%	5.41%	79.74%
Presidio Heights Playground	2	89.85%	-3.92%	93.78%	2.41%	91.37%
Randolph/Bright Mini Park	11	75.78%	3.66%	72.11%	5.80%	66.31%
Raymond Kimbell Playground	5	70.84%	-2.97%	73.81%	4.37%	69.44%
Richmond Playground	1	96.22%	9.74%	86.49%	-2.13%	88.62%
Richmond Recreation Center	1	98.79%	2.74%	96.05%	-3.11%	99.17%
Ridgetop Plaza	10	84.19%	0.86%	83.33%	-2.73%	86.06%
Rochambeau Playground	1	92.78%	2.56%	90.23%	-2.96%	93.19%
Rolph Nicol Playground	7	80.20%	-4.59%	84.78%	15.57%	69.21%



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Park	District	Current		Previous		
		2007-08	Change from 2006-07	2006-07	Change from 2005-06	2005-06
Roosevelt/Henry Steps	8	86.99%	3.66%	83.33%	n/a	Not included
Saturn Street Steps	8	84.86%	25.01%	59.85%	-10.49%	70.34%
Selby/Palou Mini Park	10	72.80%	-11.21%	84.02%	13.08%	70.93%
Seward Mini Park	8	82.85%	1.83%	81.02%	18.39%	62.63%
Sgt. John Macaulay Park	6	66.55%	-10.30%	76.84%	-3.66%	80.51%
Sigmund Stern Recreation Grove	4	83.89%	0.41%	83.48%	-2.28%	85.75%
Silver Terrace Playground	10	89.58%	1.56%	88.02%	11.69%	76.33%
South Of Market Recreation Center	6	88.50%	1.30%	87.21%	3.48%	83.73%
South Park	6	81.39%	4.98%	76.41%	-11.17%	87.58%
South Sunset Playground	4	83.73%	1.69%	82.03%	1.14%	80.89%
St Mary's Playground	9	95.83%	5.73%	90.11%	2.23%	87.87%
St Mary's Square	3	85.50%	3.54%	81.95%	-9.68%	91.64%
States Street Playground	8	90.58%	-2.24%	92.83%	18.90%	73.93%
Sue Bierman Park	3	70.66%	-23.62%	94.29%	4.16%	90.12%
Sunnyside Conservatory	8	80.81%	9.60%	71.21%	16.29%	54.92%
Sunnyside Playground	7	97.50%	21.78%	75.72%	0.11%	75.61%
Sunset Playground	4	92.78%	10.93%	81.85%	-1.62%	83.47%
Telegraph Hill/Pioneer Park	3	93.48%	0.20%	93.28%	13.06%	80.22%
Tenderloin Recreation Center	6	85.95%	-8.55%	94.50%	-0.85%	95.36%
Topaz Open Space	8	75.00%	25.00%	50.00%	-18.18%	68.18%
Turk/Hyde Mini Park	6	92.93%	6.26%	86.67%	0.70%	85.97%
Union Square	3	93.94%	-6.06%	100.00%	3.95%	96.05%
Upper Noe Recreation Center	8	Closed	n/a	Closed	n/a	76.39%
Utah/18th Mini Park	10	88.10%	9.14%	78.97%	-6.91%	85.88%
Victoria Manalo Draves Park	6	95.88%	5.11%	90.77%	n/a	Closed
Visitation Valley Greenway	10	86.49%	-1.38%	87.87%	-9.85%	97.71%
Visitation Valley Playground	10	89.82%	2.88%	86.94%	-4.21%	91.15%
Walter Haas Playground	8	86.65%	-6.93%	93.57%	2.73%	90.84%
Washington Square	3	92.21%	4.16%	88.05%	4.98%	83.07%
Washington/Hyde Mini Park	3	88.72%	-10.14%	98.86%	5.07%	93.79%
West Portal Playground	7	86.55%	-0.75%	87.29%	5.56%	81.74%
West Sunset Playground	4	90.32%	12.02%	78.29%	-4.84%	83.13%
Willie Woo Woo Wong Playground	3	85.63%	-10.03%	95.66%	11.26%	84.40%
Woh Hei Yuen Park	3	92.02%	-3.50%	95.53%	11.48%	84.05%
Yacht Harbor And Marina Green	2	84.00%	-5.48%	89.47%	17.86%	71.61%

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		Current		Previous		
Park	District	2007-08	Change from 2006-07	2006-07	Change from 2005- 06	2005-06
Youngblood Coleman Playground	10	90.15%	11.03%	79.13%	9.27%	69.86%



## APPENDIX C: DISTRICT RESULTS

### DISTRICT 1

Park	Dept	Q1 July-Sept	Q2 Oct-Dec	Q3 Jan-March	Q4 April-June	2007-08 Score	Change from 2006- 07
Angelo J. Rossi Playground	RPD CSA	91.74%	75.42% 88.89%	99.13%	93.07%	89.36%	-4.45%
Argonne Playground	RPD CSA	91.86%	90.12% 84.06%	95.56%	81.58%	86.92%	
Cabrillo Playground	RPD CSA		90.63% 86.52%	93.90%	100.00%	90.68%	4.03%
Dupont Courts	RPD CSA	79.10%	89.04% 86.49%	64.86%	90.16%	83.64%	-3.76%
Fulton Playground	RPD CSA		88.00% 94.85%	84.16%	93.67%	91.73%	2.00%
Golden Gate Park	RPD CSA	81.60% 68.39%	95.01%	90.80% 78.38%	85.57% 89.11%	83.43%	0.28%
Lincoln Park	RPD CSA	79.09%	87.00% 66.67%	89.66%	74.42%	74.60%	-2.83%
Lower Great Highway	RPD CSA	59.76%	83.50%	85.54% 87.72%	94.64%	84.29%	-1.44%
Muriel Leff Mini Park	RPD CSA	47.22%	73.68% 97.06%	58.62%	100.00%	83.47%	-7.14%
Park Presidio Blvd	RPD CSA	46.67%	58.46%	100.00%	91.43% 66.67%	70.40%	2.99%
Richmond Playground	RPD CSA	85.23%	93.41% 98.70%	98.89%	97.47%	96.22%	9.74%
Richmond Recreation Center	RPD CSA		100.00% 100.00%	92.73%	100.00%	98.79%	2.74%
Rochambeau Playground	RPD CSA	92.59%	89.11% 94.32%	89.52%	93.75%	92.78%	2.56%

### DISTRICT 2

Park	Dept	Q1 July-Sept	Q2 Oct-Dec	Q3 Jan-March	Q4 April-June	2007-08 Score	Change from 2006- 07
Alice Marble Tennis Courts	RPD CSA		100.00% 97.30%	95.00%	100.00%	97.82%	-1.51%
Allyne Park	RPD CSA	100.00% 76.47%	100.00%	82.14%	75.00%	82.88%	2.61%
Alta Plaza	RPD CSA		100.00% 93.42%	89.87%	84.55%	92.45%	7.98%
Cow Hollow Playground	RPD CSA	87.50%	79.31%	85.25%	95.24% 84.48%	85.65%	-13.91%
Julius Kahn Playground	RPD CSA	90.15%	90.23% 93.84%	78.69%	97.54%	91.49%	3.29%
Lafayette Park	RPD CSA	91.00% 69.57%	82.42%	89.25%	84.88%	78.23%	-8.62%
Laurel Hill Playground	RPD CSA	86.59%	85.88% 87.21%	96.20%	81.71%	87.40%	-0.99%

Park	Dept	Q1 July-Sept	Q2 Oct-Dec	Q3 Jan-March	Q4 April-June	2007-08 Score	Change from 2006- 07
Moscone Recreation Center	RPD CSA					closed	
Mountain Lake Park	RPD CSA		90.00% 82.88%	82.41%	79.05%	83.35%	-3.59%
Palace Of Fine Arts	RPD CSA		91.67%	84.48%	95.35% 78.26%	84.38%	-6.65%
Presidio Heights Playground	RPD CSA	77.78%	90.74% 87.93%	100.00%	98.59%	89.85%	-3.92%
Yacht Harbor And Marina Green	RPD CSA		98.02%	76.79%	100.00% 76.39%	84.00%	-5.48%

### DISTRICT 3

Park	Dept	Q1 July-Sept	Q2 Oct-Dec	Q3 Jan-March	Q4 April-June	2007-08 Score	Change from 2006- 07
Broadway Tunnel West Mini Park	RPD CSA	48.72%	82.05%	87.50% 94.87%	93.10%	86.36%	1.50%
Chinese Recreation Center	RPD CSA	94.85% 71.43%	92.86%	95.24%	92.86%	82.69%	-2.96%
Collis P. Huntington Park	RPD CSA		100.00%	100.00% 97.83%	100.00%	98.91%	2.69%
Fay Park	RPD CSA	100.00% 97.14%	100.00%	100.00%	100.00%	98.57%	3.87%
Helen Wills Playground	RPD CSA		99.08%	96.77%	100.00%	97.20%	0.17%
Hyde/Vallejo Mini Park	RPD CSA	93.94%	96.67%	93.33% 100.00%	100.00%	97.99%	10.01%
Ina Coolbrith Mini Park	RPD CSA		93.75%	94.74%	73.91%	71.99%	-23.20%
Joe Dimaggio Playground	RPD CSA		93.91% 80.20%	100.00%	100.00%	89.08%	-6.99%
Joseph Conrad Mini Park	RPD CSA		96.88% 74.07%	96.97%	92.11%	84.70%	-9.30%
Justin Herman/Embarcadero Plaza	RPD CSA	80.00%	100.00%	81.82% 88.89%	92.11%	88.68%	-5.34%
Maritime Plaza	RPD CSA		100.00%	97.37% 100.00%	87.88%	97.54%	3.64%
Michelangelo Playground	RPD CSA		96.30%	91.18%	87.72%	90.66%	-2.11%
Portsmouth Square	RPD CSA		93.27% 84.81%	92.31% 100.00%	91.67% 64.20%	86.26%	12.15%
St Mary's Square	RPD CSA	88.24%	93.18%	94.12%	84.31% 81.03%	85.50%	3.54%
Sue Bierman Park	RPD CSA		100.00%	67.57% 71.05%	43.24%	70.66%	-23.62%
Telegraph Hill/Pioneer Park	RPD CSA		92.31%	92.11% 92.16%	100.00%	93.48%	0.20%

Park	Dept	Q1 July-Sept	Q2 Oct-Dec	Q3 Jan-March	Q4 April-June	2007-08 Score	Change from 2006- 07
Union Square	RPD		100.00%	100.00%	92.50%	93.94%	-6.06%
	CSA				90.38%		
Washington Square	RPD			94.23%	93.85%	92.21%	4.16%
	CSA			90.38%			
Washington/Hyde Mini Park	RPD	84.62%	86.36%	92.50%	93.94%	88.72%	-10.14%
	CSA			88.10%			
Willie Woo Woo Wong Playground	RPD	100.00%	91.58%	87.14%	88.16%	85.63%	-10.03%
	CSA	79.55%					
Woh Hei Yuen Park	RPD	93.88%	92.31%	100.00%	94.44%	92.02%	-3.50%
	CSA	88.89%					

## DISTRICT 4

Park	Dept	Q1 July-Sept	Q2 Oct-Dec	Q3 Jan-March	Q4 April-June	2007-08 Score	Change from 2006- 07
Carl Larsen Park	RPD		84.88%			82.44%	9.86%
	CSA		80.00%				
McCoppin Square	RPD	72.73%	77.94%	77.27%	97.98%	85.54%	2.67%
	CSA	84.72%	93.83%	95.00%	84.88%		
Parkside Square	RPD		100.00%	82.14%	94.07%	90.70%	9.81%
	CSA		89.32%				
Pine Lake Park	RPD	90.70%	86.96%	86.89%	87.04%	88.18%	18.30%
	CSA		88.46%				
Sigmund Stern Recreation Grove	RPD	71.03%	84.09%	100.00%	82.18%	83.89%	0.41%
	CSA		83.46%				
South Sunset Playground	RPD	83.16%	83.33%			83.73%	1.69%
	CSA				84.21%		
Sunset Playground	RPD		99.16%	89.02%	93.10%	92.78%	10.93%
	CSA		91.80%				
West Sunset Playground	RPD	98.68%	97.71%	89.68%	98.69%	90.32%	12.02%
	CSA	78.21%	82.61%	85.35%	91.60%		

## DISTRICT 5

Park	Dept	Q1 July-Sept	Q2 Oct-Dec	Q3 Jan-March	Q4 April-June	2007-08 Score	Change from 2006- 07
Alamo Square	RPD		85.45%	83.93%	71.64%	81.84%	-4.01%
	CSA		83.33%				
Beideman/O'Farrell Mini Park	RPD		100.00%	100.00%	89.47%	91.72%	0.97%
	CSA		86.96%				
Buchanan Street Mall	RPD	82.22%	92.86%	88.89%	67.21%	82.78%	15.79%
	CSA	82.76%					
Bush/Broderick Mini Park	RPD		88.24%	96.30%	76.19%	84.88%	-2.39%
	CSA		82.86%				
Cottage Row Mini Park	RPD	87.88%	93.94%	87.88%	85.29%	92.81%	0.39%
	CSA		96.88%				
Fillmore/Turk Mini Park	RPD		63.64%	95.65%	76.67%	89.33%	3.94%
	CSA		100.00%				



Park	Dept	Q1 July-Sept	Q2 Oct-Dec	Q3 Jan-March	Q4 April-June	2007-08 Score	Change from 2006- 07
Golden Gate/Steiner Mini Park	RPD CSA	70.00%	79.17% 94.74%	96.15%	94.44%	89.84%	7.04%
Grattan Playground	RPD CSA	82.14%	85.53% 94.12%	86.57% 92.22%	94.12% 78.95%	87.80%	5.07%
Hamilton Playground	RPD CSA	60.00%	89.12%			74.56%	7.90%
Hayes Valley Playground	RPD CSA		98.21% 78.00%	96.36%	97.22%	87.63%	-3.01%
Japantown Peace Plaza	RPD CSA	92.86%	100.00% 74.19%	93.75%	100.00%	85.42%	-2.35%
Koshland Park	RPD CSA		100.00% 95.92%	95.56%	94.59%	96.32%	13.12%
Page/Laguna Mini Park	RPD CSA	92.31%	94.44%	88.00%	100.00%	93.23%	22.13%
Patricia's Green In Hayes Valley	RPD CSA	93.75%	100.00% 93.33%	90.32%	97.50%	94.36%	4.62%
Raymond Kimbell Playground	RPD CSA		74.07% 67.61%			70.84%	-2.97%

## DISTRICT 6

Park	Dept	Q1 July-Sept	Q2 Oct-Dec	Q3 Jan-March	Q4 April-June	2007-08 Score	Change from 2006- 07
Father Alfred E. Boeddeker Park	RPD CSA	78.75%	92.42% 88.52%	98.48% 89.19%	85.07% 94.87%	89.91%	4.62%
Franklin Square	RPD CSA	59.26% 79.59%	96.77% 80.65%	55.36%	84.91% 64.71%	75.19%	3.28%
Jefferson Square	RPD CSA	74.47%	95.00% 76.92%	76.00% 60.47%	75.56% 73.91%	76.81%	-4.73%
Joseph L. Alioto Performing Arts Piazza	RPD CSA	95.83% 83.33%	96.15%	100.00%	91.53%	89.61%	-4.23%
Kid Power Park	RPD CSA	94.87%	95.56%	100.00%	91.67% 80.49%	88.01%	-7.96%
Margaret S Hayward Playground	RPD CSA		94.92% 91.96%	84.09%	85.16% 83.85%	87.98%	4.60%
Sgt. John Macaulay Park	RPD CSA	70.37% 50.00%	78.13%	100.00%	83.87%	66.55%	-10.30%
South of Market Recreation Center	RPD CSA	95.38%	85.94%	88.41% 85.33%	96.97%	88.50%	1.30%
South Park	RPD CSA	87.76% 74.47%	91.30% 73.33%	79.17% 74.47%	81.25% 89.36%	81.39%	4.98%
Tenderloin Recreation Center	RPD CSA		81.63%	94.87%	90.91%	85.95%	-8.55%
Turk/Hyde Mini Park	RPD CSA		92.11% 94.44%	97.14%	85.00%	92.93%	6.26%
Victoria Manalo Draves Park	RPD CSA	93.33%	98.59%	96.43% 94.67%	100.00%	95.88%	5.11%



## DISTRICT 7

Park	Dept	Q1 July-Sept	Q2 Oct-Dec	Q3 Jan-March	Q4 April-June	2007-08 Score	Change from 2006- 07
Aptos Playground	RPD	90.00%	96.83%	91.38%	88.00%	95.78%	-2.28%
	CSA	100.00%					
Balboa Park	RPD	74.64%	92.09%	90.66%	81.58%	85.27%	5.26%
	CSA		85.80%				
Brotherhood/Chester Mini Park	RPD	100.00%	90.91%	16.67%	100.00%	88.45%	-1.00%
	CSA	100.00%					
Golden Gate Heights Park	RPD		81.63%	88.52%	88.89%	89.08%	6.93%
	CSA		91.80%				
J. P. Murphy Playground	RPD					closed	
	CSA						
Junipero Serra Playground	RPD					closed	
	CSA						
Lake Merced Park	RPD	86.08%	80.53%	90.00%	83.56%	76.47%	-11.33%
	CSA		67.89%				
Midtown Terrace Playground	RPD	100.00%	97.73%	95.59%	97.33%	98.13%	6.67%
	CSA		98.59%				
Miraloma Playground	RPD					closed	
	CSA						
Rolph Nicol Playground	RPD		83.72%	42.86%	85.37%	80.20%	-4.59%
	CSA		89.74%				
Sunnyside Playground	RPD				100.00%	97.50%	21.78%
	CSA				95.00%		
West Portal Playground	RPD		91.95%	94.25%	96.61%	86.55%	-0.75%
	CSA		78.82%				

## DISTRICT 8

Park	Dept	Q1 July-Sept	Q2 Oct-Dec	Q3 Jan-March	Q4 April-June	2007-08 Score	Change from 2006- 07
29th/Diamond Open Space	RPD	50.00%	100.00%	100.00%	100.00%	85.42%	35.42%
	CSA		83.33%				
Berkeley Way Open Space	RPD		100.00%			100.00%	
	CSA		100.00%				
Buena Vista Park	RPD	58.11%	84.81%	87.32%	85.07%	78.46%	15.70%
	CSA	66.18%	84.38%	79.22%	82.61%		
Corona Heights	RPD		100.00%	98.39%	88.10%	88.98%	-0.07%
	CSA		82.46%				
Diamond/Farnum Open Space	RPD		0.00%	100.00%		75.00%	-25.00%
	CSA		100.00%				
Douglass Playground	RPD		69.31%	93.81%	92.63%	82.68%	5.47%
	CSA	70.11%	66.28%	89.80%	94.25%		
Duboce Park	RPD	95.74%	97.50%	93.33%	98.00%	91.10%	8.95%
	CSA				86.05%		
Eureka Valley Playground	RPD	84.72%	96.15%	100.00%	96.34%	95.37%	13.50%
	CSA	96.43%					
Everson/Digby Lots	RPD	100.00%	100.00%	100.00%		100.00%	25.00%
	CSA		100.00%				

Park	Dept	Q1 July-Sept	Q2 Oct-Dec	Q3 Jan-March	Q4 April-June	2007-08 Score	Change from 2006- 07
George Christopher Playground	RPD CSA		91.40% 91.26%	94.03%	90.70%	91.65%	11.97%
Glen Park	RPD CSA		97.35% 81.00%	91.82%	100.00%	88.69%	-0.61%
Joost/Baden Mini Park	RPD CSA	62.50%	89.47% 57.14%	75.00% 76.00%	95.83% 95.24%	79.74%	7.23%
Mission Dolores Park	RPD CSA	88.97%	94.51% 80.56%	91.61%	94.21%	86.44%	6.72%
Mission Playground	RPD CSA		97.65%	96.04%	95.74% 88.24%	92.36%	-1.91%
Mt Olympus	RPD CSA	52.38% 72.00%	90.91% 86.96%	70.83% 89.47%	50.00% 81.82%	74.30%	3.03%
Noe Valley Courts	RPD CSA		97.87%	85.45%	92.42% 90.32%	91.12%	8.16%
Peixotto Playground	RPD CSA				96.09%	86.78%	-3.08%
Portola Open Space	RPD CSA	0.00%	0.00% 0.00%	0.00%	100.00%	12.50%	-87.50%
Roosevelt/Henry Steps	RPD CSA		76.47%	76.92%	95.83% 90.91%	86.99%	3.66%
Saturn Street Steps	RPD CSA	88.46%			94.44% 78.26%	84.86%	25.01%
Seward Mini Park	RPD CSA		86.67%	65.00% 84.38%	92.31%	82.85%	1.83%
States Street Playground	RPD CSA	89.61%	96.30%	84.51%	93.85%	90.58%	-2.24%
Sunnyside Conservatory	RPD CSA	89.66%	61.76% 81.25%	88.24%	81.82%	80.81%	9.60%
Topaz Open Space	RPD CSA	0.00%	100.00% 100.00%	100.00%	0.00%	75.00%	25.00%
Upper Noe Recreation Center	RPD CSA					closed	
Walter Haas Playground	RPD CSA	92.06%	98.25% 86.21%	68.75%	89.29%	86.65%	-6.93%

## DISTRICT 9

Park	Dept	Q1 July-Sept	Q2 Oct-Dec	Q3 Jan-March	Q4 April-June	2007-08 Score	Change from 2006- 07
24th/York Mini Park	RPD CSA	100.00%	86.21% 91.67%	96.15%	100.00%	93.63%	-2.67%
Alioto Mini Park	RPD CSA	95.35%	97.92%	95.83%	97.83%	97.10%	7.89%
Bernal Heights Recreation Center	RPD CSA	95.16%	94.67%		98.59%	95.90%	21.41%
Coleridge Mini Park	RPD CSA		93.75%		97.62% 81.82%	88.75%	6.80%

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Coso/Precita Mini Park	RPD	86.67%		70.59%	95.00%	85.79%	-10.87%
	CSA				87.50%		
Garfield Square	RPD		91.11%	92.68%	100.00%	94.97%	11.27%
	CSA		95.35%				
Holly Park	RPD		97.03%	88.68%	93.62%	89.49%	10.70%
	CSA	85.87%					
James Rolph Jr Playground	RPD					closed	
	CSA						
Jose Coronado Playground	RPD		88.89%	90.74%	95.86%	91.25%	10.65%
	CSA		90.67%				
Juri Commons	RPD		100.00%	88.37%	88.64%	90.35%	-5.07%
	CSA				88.37%		
Mission Recreation Center	RPD	100.00%	82.35%	100.00%	97.37%	92.99%	0.18%
	CSA		91.04%				
Mullen/Peralta Mini Park	RPD	60.00%	100.00%	100.00%	83.33%	89.88%	-10.12%
	CSA	90.00%	100.00%	85.71%	100.00%		
Palega Recreation Center	RPD		81.48%	92.74%	94.02%	80.66%	3.71%
	CSA		71.91%				
Parque Ninos Unidos	RPD		89.19%	100.00%	100.00%	94.35%	0.16%
	CSA		92.31%				
Precita Park	RPD		84.21%	87.10%	94.87%	83.00%	0.69%
	CSA	77.27%					
Prentiss Mini Park	RPD		90.91%	76.47%	96.77%	94.03%	8.87%
	CSA		100.00%				
St Mary's Playground	RPD		95.83%			95.83%	5.73%
	CSA						

## DISTRICT 10

Park	Dept	Q1 July-Sept	Q2 Oct-Dec	Q3 Jan-March	Q4 April-June	2007-08 Score	Change from 2006- 07
Adam Rogers Park	RPD	96.15%	89.39%	49.15%	72.41%	70.76%	-7.25%
	CSA	69.57%	66.67%	63.33%	59.38%		
Bay View Playground	RPD		87.34%	73.77%	88.31%	77.86%	-4.81%
	CSA			72.58%			
Esprit Park	RPD	100.00%	69.70%	90.91%	93.94%	87.74%	-3.59%
	CSA		86.84%				
Gilman Playground	RPD		96.63%	39.66%	86.57%	78.21%	-1.59%
	CSA	82.14%					
Herz Playground	RPD	83.02%	94.52%	72.29%	80.33%	81.65%	-8.84%
	CSA	80.77%					
Hilltop Park	RPD	89.80%	76.09%	93.22%	83.33%	85.20%	12.92%
	CSA	84.78%					
India Basin Shoreline Park	RPD	72.46%	92.19%	83.93%	86.67%	86.43%	2.64%
	CSA	79.69%	91.18%	88.89%	96.43%		
Jackson Playground	RPD		98.35%		95.10%	89.27%	2.19%
	CSA		81.82%				
John McLaren Park	RPD	70.67%	60.92%	81.04%	72.87%	70.21%	-14.75%
	CSA				69.05%		
Joseph Lee Recreation	RPD		100.00%	95.08%	90.67%	93.15%	



Park	Dept	Q1 July-Sept	Q2 Oct-Dec	Q3 Jan-March	Q4 April-June	2007-08 Score	Change from 2006- 07
Center	CSA				91.04%		
Kelloch Velasco Mini Park	RPD CSA	68.29% 65.12%	96.30%			73.71%	6.57%
Little Hollywood Park	RPD CSA	54.55% 69.57%	90.20% 75.51%	86.79% 88.24%	72.22% 79.55%	77.08%	1.36%
Louis Sutter Playground	RPD CSA	85.50%	88.06%	90.00%	83.18% 71.05%	78.87%	-12.06%
McKinley Square	RPD CSA	87.27%	95.08% 71.43%	100.00%	87.72%	81.97%	6.21%
Palou/Phelps Park	RPD CSA		66.67%	94.44%	90.20% 57.14%	70.46%	-16.96%
Potrero Del Sol Park	RPD CSA					closed	
Potrero Hill Recreation Center	RPD CSA			97.53%	78.99%	89.05%	11.19%
Ridgetop Plaza	RPD CSA	94.12% 92.31%	85.71%	48.39%		84.19%	0.86%
Selby/Palou Mini Park	RPD CSA		88.57% 71.43%	78.05% 58.97%	78.79% 72.97%	72.80%	-11.21%
Silver Terrace Playground	RPD CSA		89.13% 90.29%	89.41%	88.04%	89.58%	1.56%
Utah/18Th Mini Park	RPD CSA	100.00%	88.89%	92.86%	100.00% 80.77%	88.10%	9.14%
Visitacion Valley Greenway	RPD CSA		79.41%	90.32%	94.87% 84.78%	86.49%	-1.38%
Visitacion Valley Playground	RPD CSA	88.73%	94.94%	93.10%	90.91% 87.72%	89.82%	2.88%
Youngblood Coleman Playground	RPD CSA		93.98%	85.87%	94.79%	90.15%	11.03%

## DISTRICT 11

Park	Dept	Q1 July-Sept	Q2 Oct-Dec	Q3 Jan-March	Q4 April-June	2007-08 Score	Change from 2006- 07
Alice Chalmers Playground	RPD CSA	97.12%	100.00%	91.40% 92.65%	95.74%	94.36%	7.24%
Brooks Park	RPD CSA		97.50% 97.06%	59.26%	100.00%	91.32%	1.93%
Cayuga Playground	RPD CSA	90.67% 91.30%	92.59%	100.00%	90.00%	92.31%	12.04%
Cayuga/Lamartine Mini Park	RPD CSA		51.61% 56.52%	100.00%	64.29%	64.24%	-1.23%
Crocker Amazon Playground	RPD CSA		72.96%	81.73%	85.19% 74.05%	77.01%	1.69%
Excelsior Playground	RPD CSA	96.12% 88.16%	97.85%	92.22%	93.68%	91.56%	3.29%
Head/Brotherhood Mini Park	RPD CSA		90.32% 86.21%	77.78% 78.38%	40.48% 85.71%	75.03%	9.15%
Lessing/Sears Mini Park	RPD CSA	81.25% 87.23%	71.43%	45.16%	87.76%	79.32%	-4.27%



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Merced Heights Playground	RPD CSA		87.32% 89.55%	83.58%	90.12%	88.28%	4.80%
Randolph/Bright Mini Park	RPD CSA		90.24%	81.25%	63.16% 73.33%	75.78%	3.66%

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## APPENDIX D: DEPARTMENT RESPONSE

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City and County of San Francisco  
Recreation and Park Department

McLaren Lodge In Golden Gate Park

501 Stanyan Street, San Francisco, CA 94117

TEL: 415.831.2700 FAX: 415.831.2096 WEB: [www.parks.sfgov.org](http://www.parks.sfgov.org)

January 15, 2009

Mr. Ben Rosenfield  
Controller  
City & County of San Francisco  
City Hall, Room 316  
1 Dr. Carlton B. Goodlett Place  
San Francisco, CA 94102

Dear Mr. Rosenfield:

The Recreation and Parks Department (RPD) has carefully reviewed the FY 2007-08 City Services Auditor's (CSA) annual report evaluating the implementation of the Charter Amendment requiring that standards be established for City parks. RPD has also reviewed and considered each of the six recommendations within the report.

We are very pleased that City parks continue to trend upward for the fiscal year, as well as with the decrease in differences between districts of the City. The Department generally agrees with the broad findings of the report. Additionally, we enthusiastically look forward to further implementing each of the six recommendations contained in the report with the support and assistance of the CSA. The Department interprets these recommendations as improvements to existing processes (i.e. park ratings are already used to inform operational decisions, for instance) and acknowledges the appropriateness of these recommendations as part of the continuous improvement of this important program.

RPD appreciates and continues to benefit from this collaborative program with the Controller's Office and looks forward to continuing this effort.

Thank you.

Jared Blumenfeld  
General Manager

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RosenfieldB 01.15.09.doc



Mayor Gavin Newsom  
Interim General Manager Jared Blumenfeld

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